

## Memorandum

Date: 19 July 2016  
To: Town Council Personnel Committee  
From: Keith Dalton, Town Manager   
Cc: Town Council  
Subject: 20 July 2016 Committee Meeting

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Please find attached:

- Meeting Agenda
- Job Description information for Assistant Town Manager for Community Development and Operations and the Police Chief
- Town of Berryville Employee Classification for 2016
- Police Department Salary Study (submitted to the Police and Security Committee in March 16)
- Compensation Study completed for Clarke County in July 2014

Item 2:

Both the Assistant Town Manager for Community Development and Operations and the Police Chief have provided information about the tasks they perform. Included with that information is Salary Survey information from the APA/AICP.

The Police and Security Committee briefly reviewed the PD Salary Survey and intends to continue that review over the coming months.

The Clarke County Compensation Survey is included to provide you with a feel for a study prepared to not only examine salaries but also to examine fringe benefits and establish a pay scale. The study was completed by Springsted Incorporated.

Review of the other exempt positions has not been completed.

Item 3:

At present, there is a vacancy on the Planning Commission.

Three terms will expire on 11/13/16. Those are:

- Doug Shaffer Planning Commission
- Dale Barton Planning Commission
- Allen Kitselman Berryville Area Development Authority

Lastly, please remember that this meeting will have to be completed prior to 10:00 because another committee meeting begins at that time.

**BERRYVILLE TOWN COUNCIL  
PERSONNEL COMMITTEE  
MEETING AGENDA**

**Berryville-Clarke County Government Center  
101 Chalmers Court, Second Floor  
Conference Room C**

**Called Meeting  
Wednesday, July 20, 2016  
9:00 a.m.**

1. **Call to Order** – Erecka Gibson, Chair
2. **Discussion** – Review of Job Descriptions and Employee Classifications
3. **Discussion** – Appointments to fill vacancies
4. **Other**
5. **Adjourn**

## **Town of Berryville Job Description**

**Job Title:** Assistant Town Manager for Community Development & Operations  
**Department:** Planning and Community Development  
**Reports To:** Town Manager  
**FLSA Status:** Exempt  
**Prepared By:** KRD  
**Prepared Date:** 11/10/98  
**Approved By:** KRD  
**Approved Date:** 12/18/98

### **SUMMARY**

This Department Head position plans and directs the activities of the Planning and Community Development Department, supervises Planning Department personnel, and performs related work as required. Performs professional tasks in the administration and enforcement of municipal planning functions: comprehensive planning; zoning, subdivision, site plan, storm water management regulations, and erosion and sedimentation control regulations; historic district ordinances; downtown revitalization and community economic development; and capital improvements programing. Assists Town Manager as needed.

In absence of the Town Manager, position coordinates administration of town operations.

Position is appointed by Town Council for an indefinite term and serves at the pleasure of Town Council.

**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

- Administers and directs the activities of the Planning and Community Development Department within approved budgetary limits and town purchasing policy requirements, supervises Planning Department personnel, and performs related work.
- Coordinates daily town administration in the Town Manager's absence.
- Serves as Town Zoning Administrator and Erosion and Sediment Control Program Administrator and performs duties as prescribed in the Code of Virginia.
- Serves as professional staff to Town Council, Planning Commission, Board of Zoning Appeals, Architectural Review Board, Berryville Area Development Authority, and other boards and prepares meeting packets, agendas and formal minutes to the above referenced boards and commissions.
- Serves as Recycling Coordinator and Economic Development Coordinator.
- Performs responsible, highly technical work in the administration of town ordinances and regulations.
- Coordinates planning matters with Clarke County Planning Department, Planning Commission, and Board of Supervisors.
- Coordinates planning matters with special committees, consultants, and regional planning

agencies.

- Conducts day to day administration and enforcement of zoning, subdivision, site plan, erosion and sedimentation control, storm water management, and historic district regulations as well as portions of the Berryville Code.
- Authors ordinances and regulations and amendments to the above referenced regulations.
- Reviews and analyzes development plans and issues, determines compliance with applicable ordinance and regulations, and presents staff reports and recommendations to boards and commissions reviewing such issues.
- Advises the Town Manager and Town Officials on planning matters and keeps the Town Manager and Town Officials apprised of pending planning matters.
- Guides Comprehensive Planning Process and ensures compliance with state law.
- Assists Town Manager in Capital Improvements Program Budgeting process.
- Issues or causes to be issued (as applicable) various zoning, sign, and other permits as authorized by applicable regulations.
- Interacts daily with the public and with the development community, providing general and site specific planning information and responding to inquiries on all planning matters.
- Initiates administrative and legal actions regarding violations of planning related ordinances and regulations.
- Attends meetings, most of which occur after regular working hours, and acts as staff advisor to the above referenced boards.
- Assists with or writes and administers certain grant applications.
- Prepares annual departmental budget.
- Informs the general public and news media on planning matters, including preparation of mailings, public notices, press releases, articles, presentations, and reports.
- Organizes, maintains and safeguards departmental files.
- Assists with utilities systems planning and mapping.
- Coordinates Town Geographical Information System.
- Coordinates special projects as assigned by Town Manager.
- Performs other tasks as assigned.

#### **SUPERVISORY RESPONSIBILITIES**

Supervises all Planning Department Personnel. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing potential hires, training employees, planning, assigning and directing work; appraising performance, rewarding and disciplining employees in accordance with organization's

policies and directives of the Town Manager, and addressing complaints and resolving problems.

Position, as a member of top management team, assists Town Manager in supervising operations of all departments as necessary. In absence of Town Manager, position assumes supervision over town personnel.

**QUALIFICATIONS** To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**EDUCATION and/or EXPERIENCE**

Master's degree in Urban Planning or related field from an accredited college or university with a Bachelor's degree in Urban Planning, Public Administration, Engineering or related field from an accredited college or university or equivalent with experience in urban planning. A minimum of two years of related experience may be accepted in lieu of a master's degree.

**LANGUAGE SKILLS**

Ability to read, analyze, and interpret the most complex documents. Ability to respond effectively to the most sensitive inquiries or complaints. Ability to write speeches and articles using original or innovative techniques or style. Ability to make effective and persuasive speeches and presentations on controversial or complex topics to top management, public groups, and/or elected officials.

**MATHEMATICAL SKILLS**

Ability to work with mathematical concepts such as probability and statistical inference. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.

**REASONING ABILITY**

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

**CERTIFICATES, LICENSES, REGISTRATIONS**

- Must become certified through the Commonwealth of Virginia in Erosion and Sedimentation Control Program Administration and must maintain certification.

**PHYSICAL DEMANDS** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to use hands to finger, handle, or feel and talk or hear. The employee frequently is required to walk, sit, and reach with hands and arms. The employee must occasionally lift and/or move up to 20 pounds. Specific vision abilities required by this job include close vision, color vision, and ability to adjust focus.

**WORK ENVIRONMENT** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently exposed to moving mechanical parts and outside weather conditions. The employee is occasionally exposed to fumes or airborne particles. The noise level in the work environment is usually moderate. When performing inspections on work sites, position may be exposed to a loud noise level.

#### **DRUG AND ALCOHOL TESTING**

Position is subject to testing as provided under the Town of Berryville Drug and Alcohol Testing Policy.

This job description is not intended to be all inclusive and the employee will also perform other reasonably related duties as assigned by immediate supervisor and other management as required.

The Town of Berryville reserves the right to revise or change job duties and responsibilities as the need arises. This job description does not constitute a written or implied contract of employment.

TOWN OF BERRYVILLE

**Department of Planning & Zoning**


101 Chalmers Court, Suite A \* Berryville, Virginia 22611

[T] 540/955-4081 \* [F] 540/955-4524 \* [E] planner@berryvilleva.gov

# Memo

DATE: July 19, 2016

TO: Keith

FROM: Christy 

RE: Planning job description

Keith-

Per your request, I have reviewed the job description for the Assistant Town Manager for Community Development & Operations. You requested that I furnish the following information:

**1) enumerated tasks they are performing**

- a. Administers and directs activities of the Planning and Community Development Department within approved budgetary limits and town purchasing policy requirements supervises Planning Department personnel, and performs related work.
- b. Coordinates daily town administration in the Town Manager's absence.
- c. Serves as Town Zoning Administrator and Erosion and Sediment Control Program Administrator and performs duties as prescribed in the Code of Virginia.
- d. Serves as professional staff to Town Council, Planning Commission, Board of Zoning Appeals, Architectural Review Board, Berryville Area Development Authority, and other boards and prepares meeting packets, agendas and formal minutes to the above referenced boards and commissions.
- e. Serves as Recycling Coordinator and Economic Development Coordinator.
- f. Performs responsible, highly technical work in the administration of town ordinances and regulations.
- g. Coordinates planning matters with Clarke County Planning Department, Planning Commission, and Board of Supervisors.
- h. Coordinates planning matters with special committees, consultants, and regional planning agencies.
- i. Conducts day to day administration and enforcement of zoning, subdivision, site plan, erosion and sedimentation control, storm water management, and historic district regulations as well as portions of the Berryville Code.
- j. Authors ordinances, regulations, and amendments to the above-referenced regulations.

- k. Reviews and analyzes development plans and issues, determines compliance with applicable ordinance and regulations, and presents staff reports and recommendations to boards and commissions review such issues.
- l. Advises the Town Manager and Town Officials on planning matters and keeps the Town Manager and Town Officials apprised of pending planning matters.
- m. Guides Comprehensive Planning Process and ensures compliance with state law.
- n. Issues or cause to be issued (as applicable) various zoning, sign, and other permits as authorized by applicable regulations.
- o. Interacts daily with the public and with the development community, providing general and site specific planning information and responding to inquiries on all planning matters.
- p. Attends meetings, most of which occur after regular working hours, and acts as staff advisor to the above referenced boards.
- q. Initiates administrative and legal actions regarding violations of planning related ordinances and regulations.
- r. Assists with or writes and administers certain grant application.
- s. Prepares annual departmental budget.
- t. Informs the general public and news media on planning matters, including preparation of mailings, public notices, press releases, articles, presentations, and reports.
- u. Organizes, maintains, and safeguards departmental files.
- v. Assists with utilities systems planning and mapping.
- x. Coordinates Town Geographical Information System with County staff
- y. Coordinates special projects as assigned by Town Manager.
- z. Performs other tasks as assigned.

**2) enumerated tasks they are not performing**

- a. limited input on capital improvements program budgeting (one to date: wayfinding signage)
- b. The job description identifies supervisory responsibilities which is not applicable due to no staffing.

**3) tasks they are performing that are not enumerated.**

- a. Serves as Erosion and Sediment Control Inspector and performs duties as prescribed in the Code of Virginia.
- b. Performs tasks normally conducted by administrative assistant as the position was eliminated from the budget in 2011 (e.g., answer phone, take meeting minutes, customer service, filing, maintaining permit spread sheets).
- c. Create, plans and organizes special events that benefit the community including Main Street Craft Market; Rich Rau Bicycle Tour; Parks and Recreation Arts and Crafts Market.
- d. Participates on boards and management teams that benefit the community including the Top of Virginia Artisan Trail and Warren Clarke Microenterprise Loan Team.
- e. Floodplain Manager
- f. Researches certification and participation in organizations that benefit the community (e.g. Certified Appalachian Trail Community designation)



- g. Works with other departments on programming and events (e.g. VDH Injury Prevention Grants with police and tree planting programs with Public Works.
- h. Identifies and coordinates corporate partnerships with local businesses (e.g. Casey Trees)
- i. Identifies, writes, and manages grant programming for community development activities.
- j. Maintain and submit monthly land disturbance reports to the Department of Environmental quality.
- k. Participate in regional task groups related to community and economic development; transportation; and environmental programming.
- l. Continuing education classes include Department of Environmental Quality (DEQ) certification classes; National and Virginia Main Street training programs; and University of Virginia Center for Transportation workshops.

Educational requirements identified in the job description identify a Master's degree or a Bachelor's degree with two years of related experience of which I had both when I started.

I have a Master's degree in Landscape Architecture (University of Colorado | Denver, 1997) and Certificate in Public Policy (Shenandoah University, 2006). Current related experience is 20 years.

# APA/AICP Planners Salary Survey

SOURCE: <https://www.planning.org/salary/summary.htm>

The American Planning Association and its professional institute, the American Institute of Certified Planners, seek to promote the success of planners and the organizations they work for. To that end, periodic surveys of compensation in the profession have been conducted and reported to the membership.

The 2014 web-based survey, to which all domestic APA Regular and New Professional members were invited, achieved extraordinary participation levels — 10,774 of 26,465 responded, for a 41% response rate.

Results are reported for the 9,032 respondents supplying salary data and indicating they are employed or self-employed full-time as planners or in planning-related positions.

The survey was conducted for APA and AICP by Readex Research, an independent research company.

This site provides a comprehensive view of survey results, including a summary of findings and supporting tables.

About the Survey

## **Roles & Responsibilities**

This survey was sponsored by the American Planning Association (APA) and its professional institute, the American Institute of Certified Planners (AICP). It was conducted with the assistance of Readex Research, an independent research company.

The survey instrument was designed jointly by APA/AICP and Readex Research, virtually identical to the instruments used every other year since 2004. Data were collected and analyzed by Readex, which also developed this website reporting results.

## **Sample Composition**

All 26,465 domestic APA members (Regular, New Professional, Life, Faculty) members were invited to participate in the survey. A total of 10,774 responded, for a 41% response rate. Results are reported here for the 9,032 respondents supplying salary data and indicating they are employed or self-employed full-time as planners or in planning-related positions.

## **Data Collection**

The survey instrument was realized as a web-based form, hosted on a secure Readex Research server.

On January 30, 2014, Readex broadcast email invitations to the 26,101 members for whom well-formed and unduplicated email addresses were available. The email messages, which appeared to come from APA's executive director, invited members to complete the survey at the site and offered to enter respondents in a drawing for one of five \$100 coupons good for purchases from the Planners Book Service in the APA store. 2,176 emails (8%) bounced back as undeliverable.

A second email invitation was broadcast to nonrespondents on February 5, with a final reminder emailed to nonrespondents on February 11.

To include members without valid email addresses on file, plus those whose emails bounced back undeliverable, personalized invitation letters were mailed on February 7, 2014 to a sample of 1,500 (out of 2,540). The letters were produced on APA/AICP stationery and again signed by the executive director, with a similar invitation to complete the survey on the web.

Responses were accepted through February 17, 2014.

### **About Readex Research**

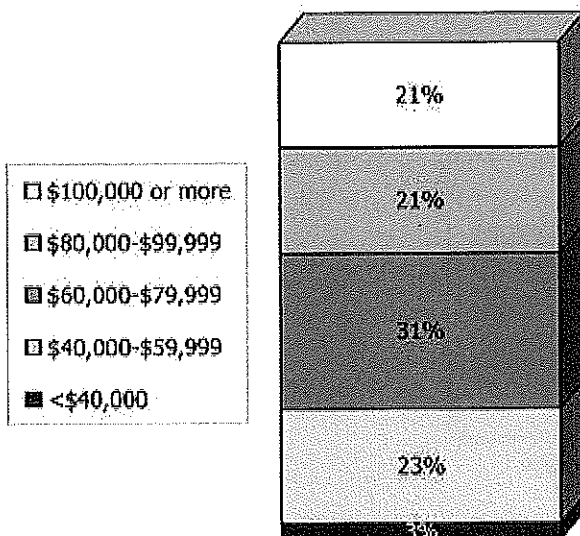
Readex Research is a nationally recognized independent research company located in Stillwater, Minnesota. Its roots are found in survey research for the magazine publishing industry, but its specialization in conducting high-quality self-administered surveys has brought it clients from many other markets, including associations, corporate marketers and communicators, and government agencies. With over 50 years of research experience and turnkey e-survey and mail survey capabilities, Readex provides research you can trust, research you can understand, and research you can take action on—in short, research you can use.

The APA/AICP 2014 Planners Salary Survey gives current and comprehensive information on the compensation of "planners" - that is, domestic APA members (Regular, New Professional, Life, Faculty) members employed or self-employed full-time and year-round as planners or in planning-related positions. It updates surveys conducted every other year since 2004 by APA and AICP.

The typical (median) planner is 44 years old and has been in the planning field for 15 years. Almost all (95%) planners indicated at least one area of specialization, the most common being community development/redevelopment (51%) and land-use or code enforcement (45%). Other common areas of specialization include transportation planning (30%), economic planning and development (25%), environmental and natural resources planning (24%), and urban design (21%). 71% of planners work in public agencies and 21% in private consulting firms. 62% of planners report their principal place of employment is located in a city, another 22% indicated a suburb, 11% a small town, and 4% a rural area.

The typical full-time planner reported a 2014 annual salary of \$74,000; this is up 4.2% from the \$71,000 reported in 2012, which exceeds the 3.2% core rate of inflation (CPI - all urban consumers) during the period.

## Annual Salary

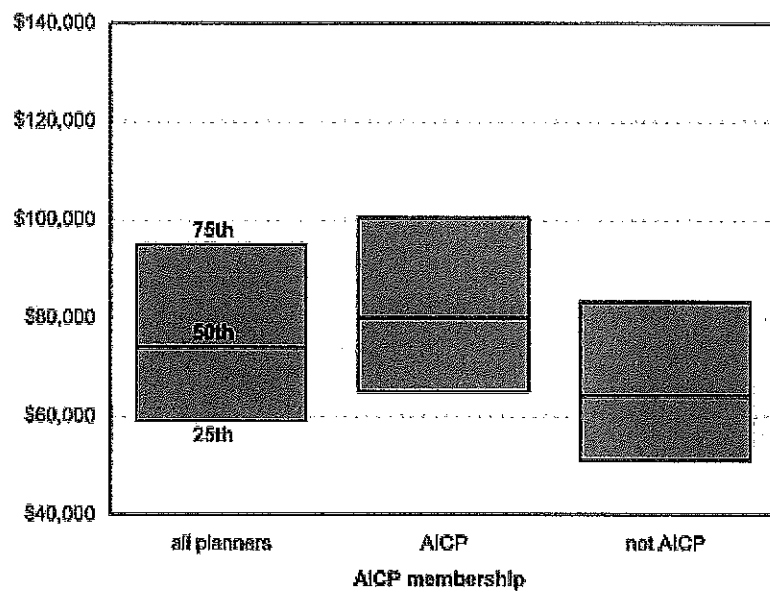


base: 9,032 full-time planners

The median (50th percentile) total compensation, including other cash compensation in addition to salary, is \$75,800 in 2014, up from \$73,000 in 2012. At the 25th percentile (25% earn less), total compensation in 2014 is \$60,000, and at the 75th percentile it is \$99,000.

Without accounting for other variables, typical AICP members earn median salaries \$15,700 more than non-AICP members. When we control for experience, AICP members still earn a higher salary across the board, but at narrower margins.

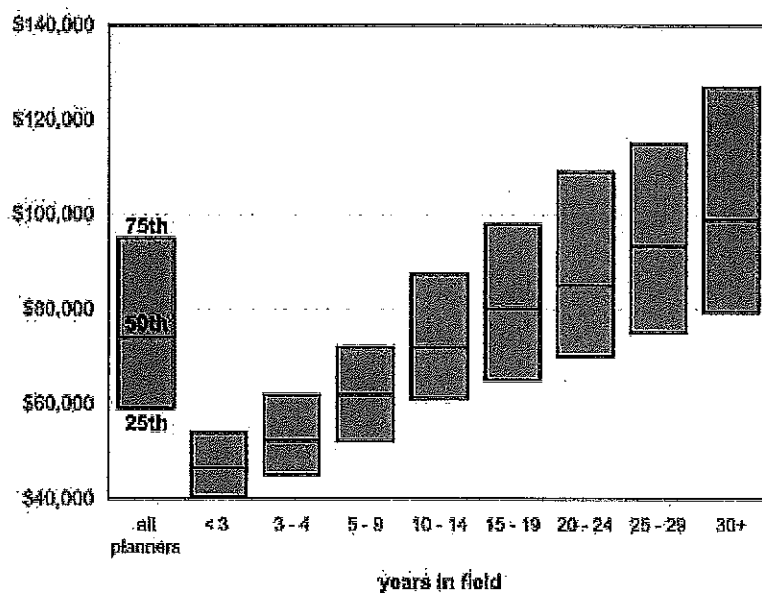
## Salary x AICP Status



base: 9,032 full-time planners

The strongest correlation to salary is experience:

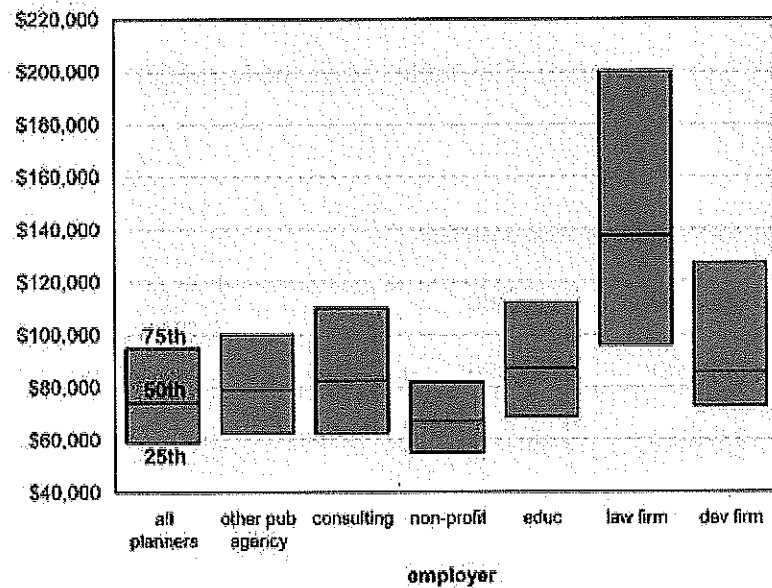
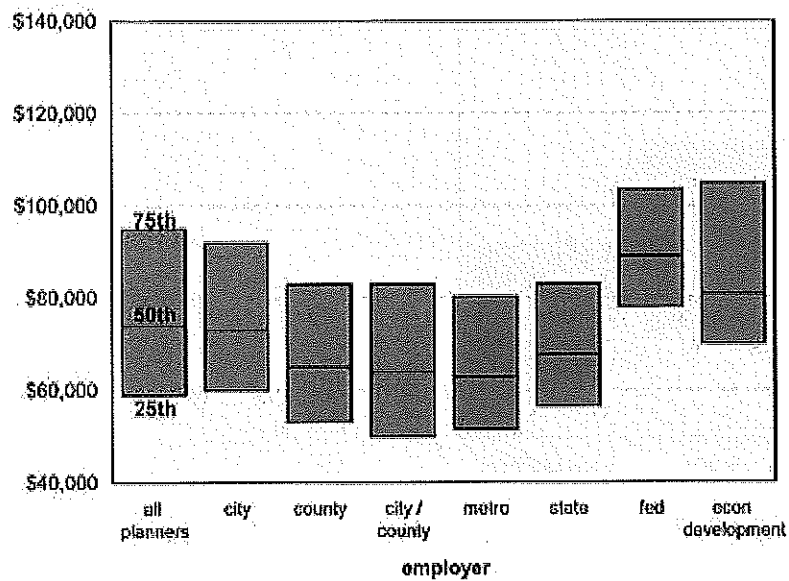
### Salary x Experience



base: 9,032 full-time planners

Another key variable in understanding salary levels is the nature of the employer:

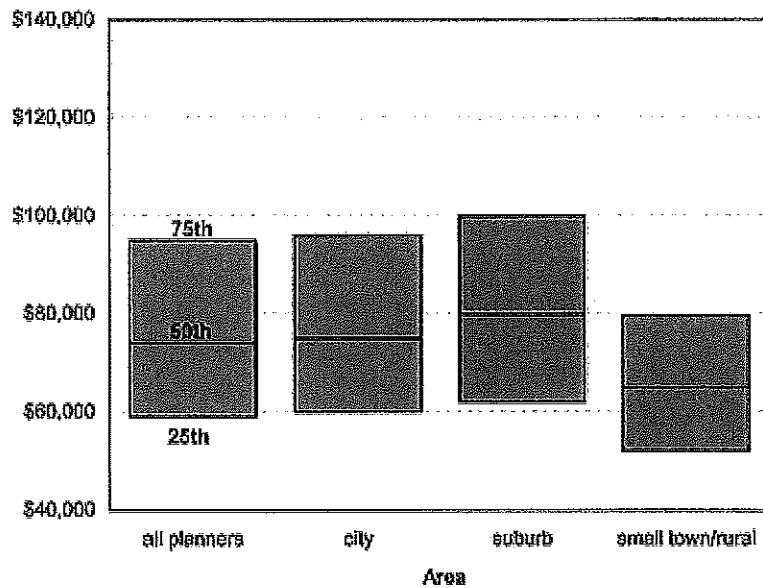
## Salary x Employer



base: 9,032 full-time planners

And the location of employment:

## Salary x Area



base: 9,032 full-time planners

Salaries vary significantly by region (Census Division). This table shows the top states for median salary in 2014:

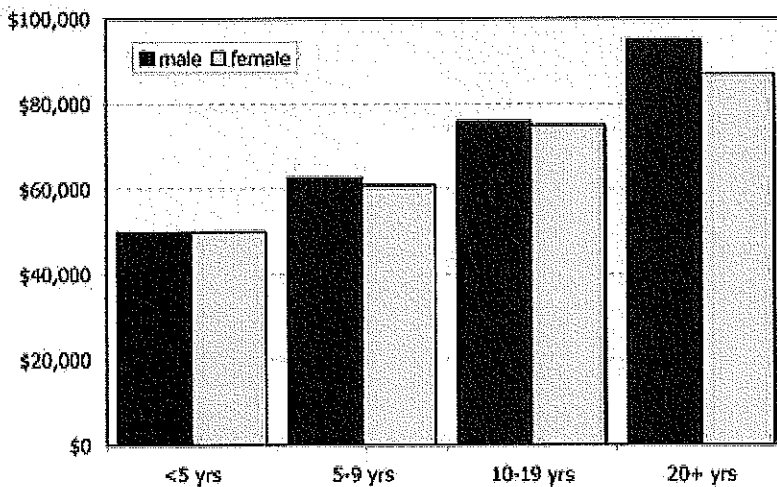
#### Top States for Median Salary

	n	25% earn less	50% earn less	75% earn less
California	1,128	\$76,600	\$95,100	\$123,500
District of Columbia	94	\$77,800	\$92,000	\$114,300
Nevada	85	\$66,000	\$85,000	\$106,500
New Jersey	186	\$70,000	\$85,000	\$109,300
Hawaii	50	\$63,200	\$83,300	\$114,500
Connecticut	113	\$65,700	\$82,000	\$101,800
Washington	382	\$68,000	\$82,000	\$100,000
Massachusetts	249	\$65,000	\$78,500	\$98,000
New York	352	\$62,000	\$77,000	\$102,800
Maryland	211	\$62,000	\$76,500	\$100,000
Illinois	375	\$61,500	\$75,400	\$100,000

Alaska	57	\$63,500	\$75,000	\$97,000
Colorado	271	\$60,000	\$75,000	\$90,400
Virginia	442	\$58,400	\$74,100	\$99,500
New Hampshire	49	\$56,000	\$73,400	\$87,400
Arizona	173	\$60,000	\$73,000	\$92,500
Oregon	207	\$62,000	\$72,700	\$90,000
Alabama	59	\$56,100	\$72,000	\$87,400
Florida	692	\$55,900	\$71,500	\$95,000
Texas	460	\$56,100	\$71,000	\$90,000

The gender gap in earnings still exists, though it has changed slightly for the better in the last four years. For example, in 2012, females earned 88 cents on the dollar, whereas earnings in 2014 are up to 91 cents on the dollar. The gender gap grows with increasing experience:

### Salary x Gender and Experience



base: 9,032 full-time planners



## **Town of Berryville Job Description**

**Job Title:** Police Chief  
**Department:** Police  
**Reports To:** Town Manager  
**FLSA Status:** exempt  
**Prepared By:** KRD  
**Prepared Date:** 12/14/98  
**Approved By:** KRD  
**Approved Date:** 12/18/98

### **SUMMARY**

This Department Head position supervises the police force and directs all law enforcement activities of the Town. Position plans and directs the activities of the Police Department, supervises all department personnel, and performs related tasks as required. Continually coordinates operations with area and State law enforcement agencies.

Work is performed under the direction of the Town Manager.

**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned by Town Manager.

- Advises Town Manager and Town Council on law enforcement matters and keeps the Town Manager and Town Council apprised of significant law enforcement matters.
- Supervises employees of the Police Department in the enforcement of State and local traffic, civil and criminal laws; establishes work schedules and makes duty assignments.
- Performs responsible and technical work in the administration of laws and develops and implements police policies and regulations.
- Administers and directs the activities of the Police Department within approved budgetary limits and town purchasing requirements.
- Reviews officer reports; prepares appropriate operational and administrative reports to higher authority.
- Applies for law enforcement related grants as approved by the Town Manager or Town Council and administers grants received.
- Organizes, maintains and safeguards departmental files.
- Prepares annual departmental budget and departmental CIP requests.
- Carries a cell-phone, available for call twenty four hours a day as needed. Responds to location as needed.
- Attends Town Council meetings and other meetings as required. Most of such meetings are held after regular working hours.
- Performs all duties of a patrol officer.

- Addresses citizen complaints and concerns in a courteous and professional manner.
- Coordinates special projects as assigned by Town Manager.
- Performs other tasks as assigned.

#### **SUPERVISORY RESPONSIBILITIES**

Directly supervises employees of the Police Department. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing potential hires, training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees in accordance with the organization's policies and the directives of the Town Manager; addressing complaints and resolving problems.

**QUALIFICATIONS** To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

#### **EDUCATION and/or EXPERIENCE**

High school diploma or general education degree (GED); with a minimum of seven years law enforcement experience including a minimum of two years as a law enforcement supervisor. Must hold certification in basic police work (if such certification is not Virginia Certification, such certification must be obtained within six months of hiring). Must hold an Associate's Degree in the Administration of Justice from an accredited college or have completed course work equivalent to such a degree. Experience with word processing computer packages required.

#### **LANGUAGE SKILLS**

Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of elected officials, managers and the general public.

#### **MATHEMATICAL SKILLS**

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to draw and interpret bar graphs.

#### **REASONING ABILITY**

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

**PHYSICAL DEMANDS** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to stand, walk, and talk or hear. The employee frequently is required to use hands to finger, handle, or feel and reach with hands and arms. The employee is occasionally required to sit; climb or balance;

stoop, kneel, crouch, or crawl; and taste or smell. The employee must occasionally lift and/or move more than 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

**WORK ENVIRONMENT** The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently exposed to outside weather conditions. The employee is occasionally exposed to moving mechanical parts; high, precarious places; fumes or airborne particles; toxic or caustic chemicals; risk of electrical shock; explosives; and risk of radiation. The noise level in the work environment is usually moderate but can be very loud.

**DRUG AND ALCOHOL TESTING**

Position is subject to testing as provided under the Town of Berryville Drug and Alcohol Testing Policy. Position is deemed to be critical to the safety and security of the employees or citizens.

**BACKGROUND CHECKS AND PSYCHOLOGICAL TESTING**

The nature of this position requires examination and review of criminal history, credit history, driving record, physical examination, and psychological screening.

This job description is not intended to be all inclusive and the employee will also perform other reasonably related duties as assigned by immediate supervisor and other management as required.

The Town of Berryville reserves the right to revise or change job duties and responsibilities as the need arises. This job description does not constitute a written or implied contract of employment.



## Berryville Police Department

101 Chalmers Ct., Suite A, Berryville, Virginia 22611

[policeadmin@berryvilleva.gov](mailto:policeadmin@berryvilleva.gov)

(540) 955-3863 (540) 955-0207 (Fax)

W. Neal White -- Chief of Police

### MEMO

**DATE: 07/19/2016**

**TO: Keith Dalton, Town Manager**

**FROM: Chief W. Neal White**

**CC:**

**RE: Job Description**

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Keith,

I have reviewed the job description for the Chief of Police, specifically the essential duties and functions section. All of the items listed in this section I do currently and have since taking this position perform. In addition to the duties and functions listed, I also offer the following items that I routinely perform as the Chief of Police.

- Represent the police department in all significant public relations matters. (By policy I am the sole point of contact for media information releases)
- Coordinate department activities with other town departments and other agencies, specifically public safety agencies and schools.
- Selection, training, assignment, supervision, and discipline of all department personnel.
- Review court decisions and changes in legislation affecting department operations and change department policy and procedures to comply with legal requirements.
- Assess crime prevention and traffic safety needs of the community.
- Oversee the proper handling of all property coming into the control of the department.
- Conduct internal investigations on accusations or complaints against officers, reports to the Town Manager and Police and Security Committee and prescribes disciplinary action when warranted.
- Represents the law enforcement community on a variety of multi-disciplinary boards and committees that serve the local community and regional initiatives.
- Review all reports submitted by department members for completeness and accuracy, and validates said reports to conform to State and Federal requirements. In addition directs and assigns reports for further investigation.
- Investigate and enforcement a variety of local order maintenance ordinances as directed by Town Code. (Abandoned vehicles, unlawful accumulations, excessive weeds and growth, etc.)
- Accept, review, and respond to FOIA queries and the FOIA Officer for the department.



## Berryville Police Department

101 Chalmers Ct., Suite A, Berryville, Virginia 22611

[policeadmin@berryvilleva.gov](mailto:policeadmin@berryvilleva.gov)

(540) 955-3863 (540) 955-0207 (Fax)

W. Neal White – Chief of Police

This list above incorporates a variety of functions that I routinely perform as the Chief of Police in addition to those listed in the current job description. This list is not all inclusive as I am certain there are additional items that I am omitting because of the broad range of responsibilities within this position.

Town of Berryville Employee Classification  
Fiscal 2016

<u>Classification</u>	<u>Annual Salary Range</u>
7	65,000 to 80,000
6	58,000 to 73,000
5	40,000 to 57,000
4	31,000 to 56,000
3	27,000 to 47,000
2	22,000 to 37,000
1	9.40 to 16.40 per hour

<u>Classification</u>	<u>Position</u>
Unclassified	Town Manager
7	Assistant Town Manager/Treasurer Director of Utilities
6	Assistant Town Manger/Planner Director of Public Works Chief of Police Trainee or Introductory Class 7 or higher
5	Police Sergeant Police Corporal Public Works Forman Utilities Forman Chief Treatment Plant Operator Trainee or Introductory Class 6 or higher
4	Laborer 2 Treatment Plant Operator Patrol Officer Trainee or Introductory Class 5 or higher
3	Police Department Administrative Asst. Town Clerk Utilities Clerk Planning Department Administrative Asst. Trainee or Introductory Class 4 or higher
2	Receptionist Front Desk Clerk Laborer 1 Trainee or Introductory Class 3 or higher
1	Meter Attendant Crossing Guard Temporary Laborer Intern



*Commitment – Service – Integrity – Excellence*

## **Salary Scale and Grade Examples**

The following documents are what I have been able to collect from surrounding jurisdictions as examples of salary scales and grade classifications. You will notice that there are several different versions of scales and classifications among the departments.

The document from Clarke County is an actual compensation study that was conducted by a consulting group in 2014. The study does include two options as recommendations for implementation. Option A was most in line with jurisdictions such as Loudoun and Prince William Counties. Option B was most similar to jurisdictions such as Frederick and Warren Counties. Ultimately, Clarke County did not entirely implement either option. Clarke County did implement a classification system, but did not wed themselves to either option.

*The mission of the Berryville Police Department is to enhance the quality of life for the citizens of Berryville through a true partnership with the community; provide quality law enforcement service to all without prejudice or bias, and increase public safety through visibility and vigilant enforcement of law, thereby reducing the fear and incidence of crime*

Department	Scale	Entry / No Certification	Entry w/ Certification	3 Year Average	5 year Average	10 Year Average	Sergeant	Incentives
Clarke County SO	No	37,444.69	37,444.69	41,028	41,028	44,478	55,000	No
Frederick County SO	Yes	36,800	36,800	42,300 - 47,800	46,400 - 52,600	52,000 - 58,800	57,600	No
Front Royal PD	Yes	37,000	41,000	41,000 - 42,000	45,000 - 46,000	54,000	63,000	No
Loudoun County SO	No	N/A - Only Hire Certified	46,000 - 49,000	52,000	55,200	64,000	67,500	No
Middleburg PD	Yes	28,000 - 38,000	28,000 - 45,000	42,000	44,000	47,000	49,000	No
Middletown PD	Yes							
New Market PD	Yes							
Purcellville PD	Yes	38,620	38,620	39,971	41,370	45,126	48,254	No
Strasburg PD	No	36,000	36,000	40,000	41,000 - 42,000	N/A	44,000	No
Stephens City PD	Yes	39,181.23	39,181.23	41,164.78	43,248.75	48,931.99	47,738.54	No
Warren County SO	Yes	36,672.00	36,672 - 38,672	40,430.88	44,030.00	47,672.00	46,804 - 54,804	No
Warrenton PD	Yes	40,268	40,268	44,408	57,720	60,611	63,637	Yes
Winchester PD	Yes	38,355.20	40,000.00	42,285.96	44,400.21	46,620.22	53,664.00	No
Winchester SO	Yes	35,315.46	38,630.00	42,081.00	45,027.21	47,278.57	52,124.63	No
Woodstock PD	No							
Berryville PD	No	36,297.50	37,297.50	37,797.50	39,324.52	45,000.00	47,741.44	No



Department Sick 1-4 Sick 5-9 Sick 10-20 Annual 1-4 Annual 5-9 Annual 10-20 Additional Annual Leave

Clarke County SO	4.5 hr/mo	4.5 hr/mon	4.5 hr/mon	16 hr/mon	16 hr/mon	20 hr/mon	No	
Frederick County SO								
Front Royal PD	6.5 hr/mo	6.5 hr/mon	6.5 hr/mon	6.66 hr/mon	8.66 hr/mon	10.83 hr/mon	No	
Loudoun County SO								
Middleburg PD	8hr/mon	8hr/mon	8hr/mon	6.66hr/mon	10hr/mon	13.33 hr/mon	No	
Middletown PD								
New Market PD								
Purcellville PD								
Strasburg PD	8 hr/mon	10 hr/mon	12 hr/mon	8 hr/mon	10 hr/mon	12 hr/mon	48 flex hours per year	
Stephens City PD								
Warren County SO	8 hr/mon	8 hr/mon	8 hr/mon	8 hr/mon	10 hr/mon	12 hr/mon	No	
Warrenton PD								
Winchester PD	8 hr/mon	8 hr/mon	8 hr/mon	8 hr/mon	10 hr/mon	12 hr/mon	3 flex days per year	
Winchester SO								
Woodstock PD								
Berryville PD	N/A	N/A	N/A	12.5 hr/mo	14.5 hr/mon	16.5 hr/mon	No	

**Frederick County, VA**  
**Salary Administration Program**

Title	Department	Range
ACCOUNT ANALYST	TREASURER'S OFFICE	6
ACCOUNT CLERK	FREDERICK COUNTY	3
ACCOUNTING SUPERVISOR	FINANCE	9
ACCOUNTING TECHNICIAN	NRADC	4
ADMINISTRATIVE ASSISTANT	FREDERICK COUNTY	6
AIRPORT DIRECTOR	WINCHESTER REGIONAL AIRPORT	NC
ANIMAL CARETAKER	PUBLIC WORKS/ANIMAL SHELTER	2
ANIMAL SHELTER MANAGER	PUBLIC WORKS/ANIMAL SHELTER	8
ASAP CASE MANAGER	NRADC/DCS	5
ASSESSOR I	COMMISSIONER OF THE REVENUE	7
ASSESSOR II	COMMISSIONER OF THE REVENUE	8
ASSESSOR III	COMMISSIONER OF THE REVENUE	9
ASSISTANT COUNTY ADMINISTRATOR	COUNTY ADMINISTRATION	NC
ASSISTANT FINANCE DIRECTOR	FINANCE	12
ASSISTANT PLANNING DIRECTOR	PLANNING & DEVELOPMENT	12
ASSISTANT PUBLIC WORKS DIRECTOR	PUBLIC WORKS/ADMINISTRATION	11
ASSISTANT REGISTRAR	REGISTRAR'S OFFICE	4
ASST ANIMAL SHELTER MANAGER	PUBLIC WORKS/ANIMAL SHELTER	6
ASST COMMONWEALTH ATTY	COMM ATTORNEY'S OFFICE	10
ASST TRANSPORTATION DIR	PLANNING & DEVELOPMENT	12
AUDITOR	COMMISSIONER OF THE REVENUE	8
BASICREC MANAGER	PARKS & RECREATION	7
BENEFITS ADMINISTRATOR	HUMAN RESOURCES	6
BLDG OFFICIAL CODE ADMIN	PUBLIC WORKS/INSPECTIONS	10
BOOKING TECHNICIAN	NRADC	3
BUSINESS DIVISION/CHIEF ADMIN	COMMISSIONER OF THE REVENUE	8
BUSINESS MANAGER	NRADC	8
CAPTAIN	SHERIFF'S OFFICE/NRADC	10
CASHIER	TREASURER'S OFFICE	3
CHA	NRADC	4
CHIEF CC	NRADC/DCS	10
COLLECTOR	TREASURER'S OFFICE	8
COMMISSIONER OF THE REVENUE	COMMISSIONER OF THE REVENUE	NC
COMMONWEALTH'S ATTORNEY	COMM ATTORNEY'S OFFICE	NC
COMMUNICATION OFFC I	PUBLIC SAFETY COMMUNICATIONS	4
COMMUNICATION OFFC II	PUBLIC SAFETY COMMUNICATION	5
COMMUNICATION OFFC III	PUBLIC SAFETY COMMUNICATION	6
COMMUNICATIONS SHIFT SUPERVISOR	PUBLIC SAFETY COMMUNICATIONS	7
CONVENIENCE SITE SUPV	PUBLIC WORKS/LANDFILL	4
CORRECTIONAL OFFICER I	NRADC	5
CORRECTIONAL OFFICER II	NRADC	6
CORRECTIONAL OFFICER III	NRADC	7
CORRECTIONAL SYSTEM TECH.	NRADC	5
CORRECTIONAL SYSTEMS OFFC	NRADC	7
COUNTY ADMINISTRATOR	COUNTY ADMINISTRATION	NC
COUNTY ATTORNEY	COUNTY ATTORNEY'S OFFICE	NC
COURT SERVICES DIRECTOR	NRADC/DCS	10
CRIME ANALYST	SHERIFF'S OFFICE	6
CSA COORDINATOR	COMPREHENSIVE SERVICES	8
CUSTODIAN	MAINTENANCE	1
CUSTOMER SERVICE REP	WINCHESTER REGIONAL AIRPORT	2

Title	Department	Range
DATA COLLECTOR	COMMISSIONER OF THE REVENUE	4
DEPUTY CHIEF	FIRE & RESCUE	10
DEPUTY CLERK/OPERATIONS	CLERK'S OFFICE	6
DEPUTY COMMONWEALTH ATTORNEY	COMM ATTORNEY'S OFFICE	12
DEPUTY COUNTY ADMINISTRATOR	COUNTY ADMINISTRATION	12
DEPUTY I	SHERIFF'S OFFICE	5
DEPUTY II	SHERIFF'S OFFICE	6
DEPUTY III	SHERIFF'S OFFICE	7
DEPUTY TREASURER	TREASURER'S OFFICE	12
DEPUTY TREASURER OPS	TREASURER'S OFFICE	12
DESIGN REVIEW SPECIALIST	PUBLIC WORKS/INSPECTIONS	6
EDA DIRECTOR	EDA	NC
EMS BILLING MANAGER	FIRE & RESCUE	4
ENVIRONMENTAL INSPECTOR	PUBLIC WORKS/ADMINISTRATION	5
ENVIRONMENTAL MANAGER	PUBLIC WORKS/LANDFILL	9
ENVIRONMENTAL SAFETY TECH	PUBLIC WORKS/LANDFILL	6
EVIDENCE CLERK	SHERIFF'S OFFICE	4
EXISTING BUSINESS COORD	EDA	9
EXTENSION TECHNICIAN	VIRGINIA COOP EXTENSION	5
F&R CAPTAIN	FIRE & RESCUE	9
F&R LIEUTENANT	FIRE & RESCUE	8
F&R SPECIALIST	FIRE & RESCUE	7
F&R TECHNICIAN	FIRE & RESCUE	6
FINANCE DIRECTOR	FINANCE	NC
FINANCE SPECIALIST	FINANCE	6
FIRE CHIEF	FIRE & RESCUE	NC
FIREFIGHTER/EMT	FIRE & RESCUE	5
FLIGHT LINE TECH	WINCHESTER REGIONAL AIRPORT	4
FOOD SERVICES MANAGER	NRADC	8
FOOD SERVICES SUPERVISOR	NRADC	2
GAS PLANT OPERATOR	PUBLIC WORKS/LANDFILL	7
GIS ANALYST	COMMISSIONER OF THE REVENUE	9
GIS ANALYST/PROGRAMMER	INFORMATION TECHNOLOGY	9
GIS MANAGER	INFORMATION TECHNOLOGY	10
GIS TECHNICIAN	INFORMATION TECHNOLOGY/PLANNING	6
HEAD CUSTODIAN	MAINTENANCE	2
HEAVY EQUIPMENT MECHANIC	PUBLIC WORKS/LANDFILL	8
HR DIRECTOR	HUMAN RESOURCES	NC
HR GENERALIST	HUMAN RESOURCES	6
HR SPECIALIST	HUMAN RESOURCES	4
INMATE PROGRAM SPECIALIST	NRADC	5
INMATE PROGRAMS COORD	NRADC	6
INSPECTOR	PUBLIC WORKS/INSPECTIONS	7
INTENSIVE SUPERVISION OFFICER	JUVENILE PROBATION OFFICE	4
INVESTIGATOR	SHERIFF'S OFFICE	8
IT DIRECTOR	INFORMATION TECHNOLOGY	NC
JUVENILE PROBATION OFFC	JUVENILE PROBATION OFFICE	4
LABORER	PUBLIC WORKS/LANDFILL	1
LANDFILL MANAGER	PUBLIC WORKS/LANDFILL	10
LANDFILL OPERATIONS SUPERVISOR	PUBLIC WORKS/LANDFILL	7
LANDFILL SPOTTER	PUBLIC WORKS/LANDFILL	3
LANDFILL TECHNICIAN	PUBLIC WORKS/LANDFILL	4
LEGAL SECRETARY	COMM ATTY/CNTY ATTORNEY'S OFFICE	4
LIDS TECH/RECORDS SUPV	NRADC	8
LIEUTENANT	NRADC/SHERIFF'S DEPT	9

Title	Department	Range
LPN	NRADC	5
MAINTENANCE SPECIALIST	PARKS & REC/MAINTENANCE	6
MAINTENANCE SUPERVISOR	MAINTENANCE/NRADC	8
MAINTENANCE TECHNICIAN	AIRPORT/NRADC	4
MAJOR/CHIEF DEPUTY	SHERIFF'S OFFICE	11
MARKETING COORDINATOR	PARKS & RECREATION	6
MARKETING MANAGER	EDA	9
MENTAL HEALTH CONSULTANT	NRADC	7
MENTAL HEALTH DIRECTOR	NRADC	9
MIS DIRECTOR	INFORMATION TECHNOLOGY	NC
MIS PROGRAMMER	MIS DEPARTMENT	11
MORTGAGE SPECIALIST	TREASURER'S OFFICE	7
MOTOR EQUIP OPERATOR	PUBLIC WORKS/SHAWNEELAND	4
NETWORK OPERATIONS SUPV	INFORMATION TECHNOLOGY	10
NETWORK SUPPORT TECHNICIAN	INFORMATION TECHNOLOGY	7
NURSING DIRECTOR	NRADC	9
OPERATIONS MANAGER	PARKS & RECREATION	8
OPERATIONS SUPERVISOR	AIRPORT/ COMMUNICATIONS	9
P&R DIRECTOR	PARKS & RECREATION	NC
PARK & STEWARDSHIP PLANNER	PARKS & RECREATION	8
PARK CARETAKER	PARKS & RECREATION	2
PARK MANAGER	PARKS & RECREATION	8
PARK TECHNICIAN	PARKS & RECREATION	3
PARKS SUPERINTENDENT	PARKS & RECREATION	9
PAYROLL MANAGER	FINANCE	10
PC TECHNICIAN	INFORMATION TECHNOLOGY	4
PERMIT MANAGER	PUBLIC WORKS/INSPECTIONS	7
PERMIT TECHNICIAN	PUBLIC WORKS/INSPECTIONS	4
PERSONAL PROPERTY SUPV	COMMISSIONER OF THE REVENUE	8
PLANNING DIRECTOR	PLANNING & DEVELOPMENT	NC
PROBATE CLERK	CLERK'S OFFICE	9
PROBATION OFFICER	NRADC/DCS	5
PROGRAM COORDINATOR	INFORMATION TECHNOLOGY	10
PROGRAM SUPERVISOR	PARKS & RECREATION	7
PROJECT MANAGER	PUBLIC WORKS/ADMINISTRATION	8
PROPERTY CLERK	NRADC	3
PTS CASE MANAGER	NRADC/DCS	5
PTS/PROBATION OFFICER	NRADC/DCS	5
PUBLIC INFORMATION OFFICER	COUNTY ADMINISTRATION	9
PUBLIC SAFETY DIRECTOR	PUBLIC SAFETY COMMUNICATION	NC
PUBLIC WORKS DIRECTOR	PUBLIC WORKS/ADMINISTRATION	NC
REAL EST ASSESS CHIEF ADMIN	COMMISSIONER OF THE REVENUE	11
RECORDS CLERK	FREDERICK COUNTY	3
RECREATION SUPERINTENDENT	PARKS & RECREATION	9
RECREATION TECHNICIAN	PARKS & RECREATION	3
REGISTRAR	REGISTRAR'S OFFICE	NC
REGISTRATION SPECIALIST	PARKS & RECREATION	4
RESOURCE MGMT SPECIALIST	FIRE & RESCUE	5
REVENUE ANALYST	TREASURER'S OFFICE	7
RISK MGR BUDGET ANALYST	FINANCE	8
SANITARY DISTRICT MANAGER	PUBLIC WORKS/SHAWNEELAND	8
SCALE OPER/CONVEN SITE ASST	PUBLIC WORKS/LANDFILL	3
SCALE OPERATOR	PUBLIC WORKS/LANDFILL	5
SCANNING TECHNICIAN	CLERK'S OFFICE	4
SECRETARY	FREDERICK COUNTY	3

Title	Department	Range
SERGEANT	SHERIFF'S OFFICE/NRADC	8
SHERIFF	SHERIFF'S OFFICE	NC
SOLID WASTE COORDINATOR	PUBLIC WORKS/LANDFILL	7
SOLID WASTE MANAGER	PUBLIC WORKS/LANDFILL	8
SR ACCOUNT ANALYST	TREASURER'S OFFICE	7
SR ACCOUNT CLERK	FREDERICK COUNTY	4
SR ANIMAL CARETAKER	PUBLIC WORKS/ANIMAL SHELTER	4
SR ASAP CASE MANAGER	NRADC/DCS	7
SR COLLECTOR	TREASURER'S OFFICE	10
SR DESIGN REVIEW SPECIALIST	PUBLIC WORKS/INSPECTIONS	8
SR INSPECTOR	PUBLIC WORKS/INSPECTIONS	8
SR LANDFILL TECHNICIAN	PUBLIC WORKS/LANDFILL	5
SR LEGAL SECRETARY	COMM ATTY/CNTY ATTORNEY'S OFFICE	5
SR MOTOR EQUIP OPERATOR	PUBLIC WORKS/SHAWNEELAND	5
SR PERMIT TECHNICIAN	PUBLIC WORKS/INSPECTIONS	5
SR PLANNER	PLANNING & DEVELOPMENT	10
SR PROBATION CASE OFFC	NRADC/DCS	4
SR PROGRAM COORDINATOR	INFORMATION TECHNOLOGY	11
SR RECORDS CLERK	FREDERICK COUNTY	5
SR SECRETARY	FREDERICK COUNTY	4
SUPERINTENDENT	NRADC	NC
SYSTEMS ANALYST	INFORMATION TECHNOLOGY	8
TREASURER	TREASURER'S OFFICE	NC
VOLUNTEER COORDINATOR	FIRE & RESCUE	5
VW PROGRAM COORDINATOR	VICTIM/WITNESS PROGRAM	5
ZONING ADMINISTRATOR	PLANNING & DEVELOPMENT	8
ZONING INSPECTOR	PLANNING & DEVELOPMENT	5

# SALARY RANGES

Adopted January, 2015

Range	Minimum	Progress	Midpoint	Advance	Maximum
13	\$96,200	\$110,600	\$125,000	\$139,400	\$153,800
12	\$85,600	\$98,500	\$111,300	\$124,100	\$137,000
11	\$76,800	\$88,300	\$99,800	\$111,300	\$122,800
10	\$65,800	\$75,700	\$85,600	\$95,500	\$105,400
9	\$56,900	\$65,500	\$74,000	\$82,500	\$91,100
8	\$50,100	\$57,600	\$65,100	\$72,600	\$80,100
7	\$45,200	\$52,000	\$58,800	\$65,600	\$72,400
6	\$40,400	\$46,400	\$52,500	\$58,600	\$64,600
5	\$36,800	\$42,300	\$47,800	\$53,300	\$58,800
4	\$32,300	\$37,200	\$42,000	\$46,800	\$51,700
3	\$29,500	\$33,900	\$38,300	\$42,700	\$47,100
2	\$25,800	\$29,700	\$33,600	\$37,500	\$41,400
1	\$22,200	\$25,600	\$28,900	\$32,200	\$35,600



## Berryville Police Department

101 Chalmers Ct., Suite A, Berryville, Virginia 22611

[policeadmin@berryvilleva.gov](mailto:policeadmin@berryvilleva.gov)

(540) 955-3863 (540) 955-0207 (Fax)

W. Neal White – Chief of Police

### Compensation Questionnaire

Department Name: Front Royal Police Department

1. Does your department have a scale / classification table regarding compensation for sworn law enforcement employees? ☒ Yes ☐ No

(If the answer is yes, would you please attach a copy to this document)

2. Starting salary for entry level officer  
a. With Virginia LEO Certification 41K  
b. Without Virginia LEO Certification 37K

3. Average salary after three (3) years 41-42K

4. Average salary at five (5) years 45-46K

5. Average salary at ten (10) years 54K

6. Average Sergeant or first line supervisor salary 63K

7. Does your department provide financial incentives for specialized skills or attainment of certifications? ☐ Yes ☒ No

(If yes, please provide any policies that outline how compensation is attained and distributed)

8. Any additional comments pertaining to salaries and compensation

## MPO Pay Scale and Requirements

All officers with no experience are hired as Police Officer I. pay scale: \$36,000.00

Below you will find the specific requirements for the officer to move from Police Officer I to Police Officer II. If the officers fail to meet any of the requirements they will not move forward in the program.

Police Officer II pay scale. (\$37500.00 to \$41000.00)

- 2 years of certified Virginia Law Enforcement Service
- Successful completion of Basic Academy
- Successful completion of Field Training
- Good evaluations and in good standing (no written reprimands in last 6 months)
- Upon completion of the above requirements the officer will "apply" through a request to their supervisor for elevation to Police Officer II status. The burden of proof will be will on the officer to provide documentation of eligibility.
- The department will be held to a 30 day turnaround from application to acceptance.

Below you will find the specific requirements for the officer to move from Police Officer II to Police Officer III. If the officer fails to meet any of the requirements they will not move forward in the program.

Police Officer III pay scale will be. (\$41500.00 to \$49000.00)

- 5 years active certified Virginia Law Enforcement Service
- General Instructor
- 1 specialized job specific training
- 3 Community involvement events (NW, NNO, Citizens Academy, public talks, etc. )
- 16 hours in-service training (general) per year
- Good evaluations (previous 2) and in good standing (no disciplinary actions above a verbal warning within last 6 months)



- Upon completion of the above requirements the officer will “apply” through a request to their supervisor for elevation to Police Officer III status. The burden of proof will be will on the officer to provide documentation of eligibility.
- The department will be held to a 30 day turnaround from application to acceptance.

Below you will find the specific requirements for the officer move to from Police Officer III to Master Police Officer. If the officers fail to meet any of the requirements they will not move forward in the program.

Pay scale: \$50000.00 to \$64000.00

- 8 years active certified Virginia Law Enforcement Service
- Field Training Officer
- 1 job specific specialization course
- 1 specialized leadership specific course
- 3 Community Involvement events
- 1 In-House, department wide training
- 16 in-service training (general) per year
- Upon completion, the officer will “apply” through a request to their supervisor for elevation to Master Police Officer. The burden of proof will be on the officer to provide documentation of eligibility.
- The department will be held to a 30 day turnaround from application to acceptance.

The Master Police Officer status will be reviewed every two years: to maintain the status of Master Police Officer the office must maintain their General Instructor certification, Field Training certification, 16 hours of general in-service training per year, participate or organize 3 community involvements, and instruct an in-house approved training every two years. If these requirements are not met the officer will be demoted to Police Officer III with a move in pay to the top of the PO III pay scale. (\$49000.00)



## TOWN OF FRONT ROYAL

POLICE DEPARTMENT  
24 WEST MAIN STREET  
FRONT ROYAL, VIRGINIA 22630-1560

NORMAN A. SHIFLETT  
Chief of Police  
(540) 635-2111  
(540) 635-6160 (Fax)

### Master Police Officer Application

Please indicate which position this application is applicable to. Attach this application with all required documentation for the position applied for.

PO2

☐

PO3

☐

MPO

☐

### Requirements

**Police Officer II:** pay scale. (\$37500.00 to \$41000.00)

- 2 years of Certified Virginia Law Enforcement Service
- Successful completion of Basic Academy
- Successful completion of Field Training
- Good evaluations and in good standing (no written reprimands in last 6 months)
- Upon completion of the above requirements the officer will "apply" through a request to their supervisor for elevation to Police Officer II status. The burden of proof will be will on the officer to provide documentation of eligibility.
- The department will be held to a 30 day turnaround from application to acceptance

**Police Officer III:** pay scale will be. (\$41500.00 to \$49000.00)

- 5 years of Certified Virginia Law Enforcement Service
- General Instructor
- 1 specialized job specific training
- 3 Community involvement events (NW, NNO, Citizens Academy, public talks, etc. )

- 16 hours in-service training (general) per year
- Good evaluations (previous 2) and in good standing (no disciplinary actions above a verbal warning within last 6 months)
- Upon completion of the above requirements the officer will "apply" through a request to their supervisor for elevation to Police Officer III status. The burden of proof will be will on the officer to provide documentation of eligibility.
- The department will be held to a 30 day turnaround from application to acceptance.

**Master Police Officer:** Pay scale: \$50000.00 to \$64000.00

- 8 years of active Certified Virginia Law Enforcement Service
- Field Training Officer
- 1 job specific specialization course
- 1 specialized leadership specific course
- 3 Community involvement events
- 1 In-House, department wide training program
- 16 in-service training (general) per year
- Upon completion, the officer will "apply" through a request to their supervisor for elevation to Master Police Officer. The burden of proof will be on the officer to provide documentation of eligibility.
- The department will be held to a 30 day turnaround from application to acceptance.

The Master Police Officer status will be reviewed every two years: to maintain the status of Master Police Officer the officer must maintain their General Instructor certification, Field Training certification, 16 hours of general in-service training per year, participate or organize 3 community involvements, and instruct an in-house approved training every two years. If these requirements are not met the officer will be demoted to Police Officer III with a move in pay to the top of the PO III pay scale. (\$49000.00)



## Berryville Police Department

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[policeadmin@berryvilleva.gov](mailto:policeadmin@berryvilleva.gov)

(540) 955-3863 (540) 955-0207 (Fax)

W. Neal White – Chief of Police

### Compensation Questionnaire

Department Name: Middleburg Police Department

1. Does your department have a scale / classification table regarding compensation for sworn law enforcement employees? ☐ Yes ☒ No

(If the answer is yes, would you please attach a copy to this document)

2. Starting salary for entry level officer

- a. With Virginia LEO Certification 46k - 49k based on 1-5 or more yrs exp.  
b. Without Virginia LEO Certification N/A we only hire certified officers

3. Average salary after three (3) years approx 52,000.00

4. Average salary at five (5) years approx 55,200.00

5. Average salary at ten (10) years 64,000.00 (We have no 10 yr. employees)

6. Average Sergeant or first line supervisor salary 67,500.00

7. Does your department provide financial incentives for specialized skills or attainment of certifications? ☐ Yes ☒ No

(If yes, please provide any policies that outline how compensation is attained and distributed)

8. Any additional comments pertaining to salaries and compensation

we have a schedule but it isn't officially being used. I developed it after being requested

MIDDLEBURG POLICE DEPARTMENT  
Salary Schedule - Effective July 1, 2014 through June 30, 2015

Grade	A	B	C	D	E	F	G	H	I	
5	80,264	82,672	85,152	87,707	90,338	93,048	95,839	98,715	101,676	Chief of Police
4	59,465	61,249	63,086	64,979	66,928	68,936	71,004	73,134	75,328	Lieutenant
3	51,450	52,994	54,583	56,221	57,907	59,645	61,434	63,277	65,175	Corporal
2	49,000	50,470	51,984	53,544	55,150	56,804	58,509	60,264	62,072	Police Officer 1
1	46,187	47,573	49,000							Police Officer T

3%

Base Salary Determined by Town Council

Police Officer T 1-2 years experience = A1, 3-4 years experience = B1, 5+ years experience = C1 or A2



## Berryville Police Department

101 Chalmers Ct., Suite A, Berryville, Virginia 22611

[policeadmin@berryvilleva.gov](mailto:policeadmin@berryvilleva.gov)

(540) 955-3863 (540) 955-0207 (Fax)

W. Neal White – Chief of Police

### Compensation Questionnaire

Department Name: New Market Police Department

1. Does your department have a scale / classification table regarding compensation for sworn law enforcement employees? ☒ Yes ☐ No

(If the answer is yes, would you please attach a copy to this document)

2. Starting salary for entry level officer  
a. With Virginia LEO Certification \$18,000.00-\$38,000.00  
b. Without Virginia LEO Certification \$28,000.00-\$45,000.00
3. Average salary after three (3) years \$42,000.00
4. Average salary at five (5) years \$44,000.00
5. Average salary at ten (10) years \$47,000.00
6. Average Sergeant or first line supervisor salary \$49,000.00

7. Does your department provide financial incentives for specialized skills or attainment of certifications? ☐ Yes ☒ No

(If yes, please provide any policies that outline how compensation is attained and distributed)

8. Any additional comments pertaining to salaries and compensation

Officer are under Virginia LEO benefit. We do not have high multiplier.

## CHAPTER 5

### CLASSIFICATION AND PAY

#### 5.1 COMPENSATION PLAN

The compensation plan for employees of the Town shall consist of a classification system for all classified jobs and a pay grade that sets a salary range for each classified position.

The rates of pay for each employee within a pay grade shall be set by the Town Manager (or Town Council.) The normal entrance rate of pay for new employees shall be at the lower end of the pay grade for the position, depending on qualifications. The compensation plan may be amended by motion of the Town Council or by the Town Manager, within the budget limits set by the council. During the probationary period, all full-time employees shall be informed of their base salary and the corresponding pay grade to which they are currently assigned.

#### Pay Scale and Corresponding Classifications

1	\$18,000-\$38,000
2	\$28,000-\$48,000
3	\$38,000-\$68,000

#### Pay Grade 1:

Public Works: Entry-level position with a minimum education requirement of a High School Diploma or GED. Performs routine support activities in a structured work environment. Applies knowledge of general public works operations and basic skills in the operation of mechanical, electrical, pneumatic and hydraulic equipment as required. Ability to interpret and follow directions. Follows industry or plant specific guidelines, particularly as they relate to safety practices. Ability to perform manual labor intensive activities with little supervision.

Police Department: Entry-level position with a minimum education requirement of a High School Diploma or GED. Meets all minimum qualification requirements set forth by the Virginia Department of Criminal Justice Services in VA Code §15.2-1705. Has the ability to complete the basic training requirements as set forth by VA Code § 15.2-1706, within one year of hire date. Ability to effectively use oral and written communication in person and through various required reports. Ability to work effectively with co-workers and the public. Ability to learn and apply modern police procedures, techniques and principles of investigation in addition to coping with crisis and non-crisis situations firmly, courteously and tactfully.

Administrative: Entry-level position with a minimum education requirement of a High School Diploma or GED. Applies knowledge of office/program support activities. Typically serves as first point-of-contact for citizens. Maintains a variety of records, such as inventories of supplies and materials, meeting minutes; prepares forms and

reports. May be required to establish and maintain filing systems. Applies knowledge of basic math and bookkeeping, telephone procedures, and standard business communication. Ability to effectively communicate with co-workers and the public both orally and in writing.

#### Pay Grade 2:

Public Works: Skilled level position with a minimum education requirement of a High School Diploma or GED. Acts as a specialist in assigned program areas, performing complex technical duties. Performs or leads a wide variety of moderate to complex utility and public works programs and operational support duties. Has specialized skills in job field and may serve as a subject matter expert. Ability to interpret and follow direction as well as provide direction. May supervise limited staff under the direction of a department head or other senior management member. Ability to effectively communicate with co-workers and the public both orally and in writing.

Police Department: Skilled level position with a minimum education requirement of a High School Diploma or GED and Virginia Department of Criminal Justice Police Certification. Ability to perform a wide variety of duties with little or no supervision. Demonstrated ability to work independently and use good judgment and discretion. Must demonstrate the ability to apply modern police procedures and department policy in activities directly related to the carrying out and support of department objectives. May supervise limited staff under the direction of a department head or other senior management member. Ability to effectively communicate with co-workers and the public both orally and in writing.

Administrative: Skilled level position with a minimum education requirement of an Associate's degree or comparable work experience. Serves as a resource person on administrative policies and procedures related to fiscal management, human resources, planning, procurement, and accounting practices. Applies knowledge of programs, operations, and administrative policies and procedures. May serve as a specialist responsible for gathering facts, analyzing findings, reaching logical conclusions, recommending solutions, and coordinating confidential or highly sensitive materials. May supervise limited staff under the direction of a department head or other senior management member. Ability to effectively communicate with co-workers and the public both orally and in writing.

#### Pay Grade 3:

Public Works: Management level position with a minimum education requirement of a Bachelor's degree or comparable work experience. Independently responsible for the safe and efficient management and operation of the most complex utility and public works systems. Extensive knowledge of utility and public works systems. Follows all industry specific guidelines, particularly as they relate to safety and environmental practices and regulations. Responsible for preparing budgets and monitoring expenditures. Ability to communicate effectively in writing, such as staff reports, and orally for presentations. Supervises and evaluates employees.



Police Department: Management level position with a minimum education requirement of a Bachelor's degree or comparable criminal justice and administrative training. Working knowledge of federal, state, and local requirements for record management as it relates to the Criminal Justice System. Ability to plan, coordinate, and carry out a wide variety of public safety and administrative functions. Stay current with the changes in laws and training requirements to ensure that department personnel are properly trained. Prepares budgets and monitors expenditures. Ability to communicate effectively in writing and orally with subordinates and administration to formulate and carry out policies, regulations, and other activities related to public safety. Supervises and evaluates employees.

Administrative: Management level position with a minimum education requirement of a Bachelor's degree or comparable work experience. Provides leadership, direction, and performance management in operational areas. Applies knowledge of programs, operations, and administrative policies and procedures. Responsible for preparing budgets and monitoring expenditures. Ability to communicate effectively in writing, such as staff reports and policy documents, and orally for presentations. Supervises and evaluates employees.

## **5.2 PAYROLL**

Payroll is prepared by the Town Treasurer or his/her designee and is distributed every two weeks on Friday. Full-time employees are paid through the Friday that payroll is distributed. Seasonal and part-time employees are paid through the Monday before payroll is prepared. Time sheets, which must be approved by the appropriate supervisor, are due the Tuesday before the payroll distribution date.

## **5.3 EXEMPT/NON-EXEMPT OVERTIME COMPENSATION**

Those employees classified as non-exempt are compensated according to the guidelines described in the following paragraphs. Due to the nature of their duties, the Town Manager and the Police Chief are considered exempt and therefore not entitled to overtime compensation or pay.

Overtime compensation begins after completing the normal 40-hour work week or 171 hour work period for police. Overtime compensation is paid in the form of time and one half of the employee's regular rate of pay. At their discretion, the Town Manager, department head, and/or supervisor may reschedule an employee's work week to avoid the accumulation of overtime.

All overtime work must be approved by the Town Manager prior to its accumulation, unless it is emergency related. All emergency overtime work must be documented on an overtime approval form and submitted to the Town Manager for approval prior to preparation of payroll. Emergency overtime compensation shall be calculated as follows:

15 minutes-2 hours	-	3 hours (automatic)
2 hours or more	-	Time and one half



## Berryville Police Department

101 Chalmers Ct., Suite A, Berryville, Virginia 22611

policeadmin@berryvilleva.gov

(540) 955-3863 (540) 955-0207 (Fax)

W. Neal White – Chief of Police

### Compensation Questionnaire

Department Name: Warren County Sheriff's Office

1. Does your department have a scale / classification table regarding compensation for sworn law enforcement employees? ☒ Yes ☐ No

(If the answer is yes, would you please attach a copy to this document)

2. Starting salary for entry level officer  
a. With Virginia LEO Certification \$39,181.23  
b. Without Virginia LEO Certification \$39,181.23
3. Average salary after three (3) years \$41,164.78\*
4. Average salary at five (5) years \$ 43,248.75\*
5. Average salary at ten (10) years \$48,931.99\*
6. Average Sergeant or first line supervisor salary \$47,738.54

7. Does your department provide financial incentives for specialized skills or attainment of certifications? ☐ Yes ☒ No

(If yes, please provide any policies that outline how compensation is attained and distributed)

8. Any additional comments pertaining to salaries and compensation

\* If a step increase is given yearly. Each step increase is 2.5%

1% VRS Increase

WARREN COUNTY, VIRGINIA  
SALARY SCHEDULE  
JULY 2015Salary  
Grade

	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	Monthly	Semi-Monthly	Hourly/40	Hourly/35	Actual	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Salary Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
7	Annual	2729.63	2842.87	2913.44	2988.78	3060.32	3137.53	3215.87	3295.82	3376.87	3459.25	3533.99	3739.28	3825.61	3918.25	4016.78	41164.88	42193.92
	Monthly	231.80	2368.97	2427.79	2488.48	2550.69	2614.46	2679.82	2746.82	2815.49	2885.68	2956.02	3031.97	3103.97	3185.47	3265.10	3346.73	3516.16
	Semi-Monthly	1155.40	1184.29	1213.89	1244.24	1275.35	1307.23	1339.91	1373.41	1407.74	1442.94	1479.01	1515.99	1553.89	1592.73	1715.20	1758.08	1847.08
	Hourly/40	13.33	13.66	14.01	14.36	14.72	15.08	15.46	15.85	16.24	16.65	17.07	17.49	17.93	18.38	19.31	19.79	20.28
	Hourly/35	18.24	18.61	19.01	19.41	19.82	20.23	20.67	21.11	21.58	22.07	22.59	23.16	23.76	24.38	25.03	25.72	26.46
8	Annual	2913.44	2988.78	3060.32	3137.53	3215.87	3295.82	3376.87	3459.25	3533.99	3739.28	3825.61	3918.25	4016.78	41164.88	42193.92	43248.77	44329.99
	Monthly	242.78	2488.48	2550.69	2614.46	2679.82	2746.82	2815.49	2885.68	2956.02	3031.97	3103.97	3185.47	3265.10	3346.73	3430.40	3516.16	3594.17
	Semi-Monthly	1213.89	1244.24	1275.35	1307.23	1339.91	1373.41	1407.74	1442.94	1479.01	1515.99	1553.89	1592.73	1632.55	1673.37	1715.20	1758.08	1847.08
	Hourly/40	14.01	14.36	14.72	15.08	15.46	15.85	16.24	16.65	17.07	17.49	17.93	18.38	18.84	19.31	19.79	20.28	21.31
	Hourly/35	18.01	18.41	18.82	19.23	19.67	20.11	20.58	21.07	21.58	22.11	22.67	23.25	23.86	24.50	25.17	25.87	26.61
9	Annual	3060.32	3137.53	3215.87	3295.82	3376.87	3459.25	3533.99	3739.28	3825.61	3918.25	4016.78	41164.88	42193.92	43248.77	44329.99	45438.23	46574.19
	Monthly	2550.69	2614.46	2679.82	2746.82	2815.49	2885.68	2956.02	3031.97	3103.97	3185.47	3265.10	3346.73	3430.40	3516.16	3604.06	3694.17	3786.52
	Semi-Monthly	1275.35	1307.23	1339.91	1373.41	1407.74	1442.94	1479.01	1515.99	1553.89	1592.73	1632.55	1673.37	1715.20	1758.08	1802.03	1847.08	1893.26
	Hourly/40	14.72	15.08	15.46	15.85	16.24	16.65	17.07	17.49	17.93	18.38	18.84	19.31	19.79	20.28	20.79	21.31	21.85
	Hourly/35	18.82	19.23	19.67	20.11	20.58	21.07	21.58	22.11	22.67	23.25	23.86	24.50	25.17	25.87	26.61	27.37	28.17
10	Annual	3215.87	3295.82	3376.87	3459.25	3533.99	3739.28	3825.61	3918.25	4016.78	41164.88	42193.92	43248.77	44329.99	45438.23	46574.19	47739.54	48932.00
	Monthly	2679.82	2746.82	2815.49	2885.68	2956.02	3031.97	3103.97	3185.47	3265.10	3346.73	3430.40	3516.16	3604.06	3694.17	3786.52	3872.21	4077.67
	Semi-Monthly	1338.91	1373.41	1407.74	1442.94	1479.01	1515.99	1553.89	1592.73	1632.55	1673.37	1715.20	1758.08	1802.03	1847.08	1893.26	1940.58	2038.83
	Hourly/40	15.46	15.85	16.24	16.65	17.07	17.49	17.93	18.38	18.84	19.31	19.79	20.28	20.79	21.31	21.85	22.39	23.53
	Hourly/35	17.67	18.11	18.56	19.03	19.50	19.99	20.49	21.00	21.53	22.07	22.62	23.18	23.76	24.38	24.97	25.59	26.89
11	Annual	3376.87	3459.25	3533.99	3739.28	3825.61	3918.25	4016.78	41164.88	42193.92	43248.77	44329.99	45438.23	46574.19	47739.54	48932.00	50155.30	51406.18
	Monthly	2815.49	2885.68	2956.02	3031.97	3103.97	3185.47	3265.10	3346.73	3430.40	3516.16	3604.06	3694.17	3786.52	3872.21	3961.18	4053.30	4149.61
	Semi-Monthly	1407.74	1442.94	1479.01	1515.99	1553.89	1592.73	1632.55	1673.37	1715.20	1758.08	1802.03	1847.08	1893.26	1940.58	1988.11	2036.60	2142.05
	Hourly/40	16.24	16.65	17.07	17.49	17.93	18.38	18.84	19.31	19.79	20.28	20.79	21.31	21.85	22.39	22.95	23.53	24.72
	Hourly/35	18.56	19.03	19.50	19.99	20.49	21.00	21.53	22.07	22.62	23.18	23.76	24.38	24.97	25.59	26.23	26.88	28.25
12	Annual	35496.27	36383.68	37285.27	38225.60	39181.24	40160.77	41164.79	42193.91	43248.76	44329.98	45438.23	46574.19	47739.54	48932.00	50155.30	51406.18	54011.77
	Monthly	2958.02	3031.97	3107.77	3185.47	3265.10	3346.73	3430.40	3516.16	3604.06	3694.17	3786.52	3872.21	3961.18	4053.30	4149.61	4249.10	4500.98
	Semi-Monthly	1479.01	1515.99	1553.89	1592.73	1632.55	1673.37	1715.20	1758.08	1802.03	1847.08	1893.26	1940.58	1988.11	2036.60	2085.40	2142.05	2250.48
	Hourly/40	17.07	17.49	17.93	18.38	18.84	19.31	19.79	20.28	20.79	21.31	21.85	22.39	22.95	23.53	24.11	24.72	25.97
	Hourly/35	19.50	19.99	20.49	21.00	21.53	22.07	22.62	23.18	23.76	24.38	24.97	25.59	26.23	26.88	27.56	28.25	29.68

Salary Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
13	Annual	37289.26	38225.59	39181.23	40160.76	41164.78	42183.50	43238.57	44338.53	45474.18	47739.53	48931.59	50155.29	51409.17	52684.40	54011.76	55382.05	56746.10
	Monthly	3107.77	3185.47	3265.10	3346.73	3430.40	3516.16	3604.06	3694.16	3786.52	3978.21	4077.67	4179.61	4284.10	4391.20	4499.98	4613.50	4728.84
	Semi-Monthly	1553.89	1592.73	1632.55	1673.37	1715.20	1758.08	1802.03	1847.08	1893.26	1940.59	1989.11	2038.83	2089.80	2142.05	2195.60	2250.49	2306.75
	Hourly/40	17.93	18.38	18.84	19.31	19.79	20.29	20.79	21.31	21.85	22.39	22.95	23.53	24.11	24.72	25.33	25.97	26.66
	Hourly/35	20.49	21.00	21.59	22.07	22.62	23.16	23.76	24.37	25.00	25.65	26.33	26.99	27.68	28.39	29.13	30.42	31.18
14	Annual	39181.23	40160.76	41164.78	42183.50	43238.57	44338.53	45474.18	46644.11	47839.53	49069.53	50334.18	51633.59	52967.76	54336.69	55740.38	57178.84	58652.07
	Monthly	3265.10	3346.73	3430.40	3516.16	3604.06	3694.16	3786.52	3881.18	3978.21	4077.67	4179.61	4284.10	4391.20	4499.98	4613.50	4728.84	4846.84
	Semi-Monthly	1632.55	1673.37	1715.20	1758.08	1802.03	1847.08	1893.26	1940.59	1989.11	2038.83	2089.80	2142.05	2195.60	2250.49	2306.75	2364.42	2423.53
	Hourly/40	18.84	19.31	19.79	20.29	20.79	21.31	21.85	22.39	22.95	23.53	24.11	24.72	25.33	25.97	26.66	27.38	28.13
	Hourly/35	21.53	22.07	22.62	23.16	23.76	24.36	24.97	25.59	26.25	26.95	27.68	28.42	29.18	29.96	30.75	31.58	32.46
15	Annual	41164.78	42183.50	43238.57	44338.53	45474.18	46644.11	47839.53	49069.53	50334.18	51633.59	52967.76	54336.69	55740.38	57178.84	58652.07	60161.11	61695.10
	Monthly	3430.40	3516.16	3604.06	3694.16	3786.52	3881.18	3978.21	4077.67	4179.61	4284.10	4391.20	4499.98	4613.50	4728.84	4846.84	4968.42	5093.76
	Semi-Monthly	1715.20	1758.08	1802.03	1847.08	1893.26	1940.59	1989.11	2038.83	2089.80	2142.05	2195.60	2250.49	2306.75	2364.42	2423.53	2483.21	2544.62
	Hourly/40	19.79	20.29	20.79	21.31	21.85	22.39	22.95	23.53	24.11	24.72	25.33	25.97	26.66	27.38	28.13	28.90	29.69
	Hourly/35	22.62	23.16	23.76	24.36	24.97	25.59	26.25	26.95	27.68	28.42	29.18	29.96	30.75	31.58	32.46	33.34	34.26
16	Annual	43240.76	44338.53	45474.18	46644.11	47839.53	49069.53	50334.18	51633.59	52967.76	54336.69	55740.38	57178.84	58652.07	60161.11	61695.10	63264.11	64868.10
	Monthly	3604.06	3694.16	3786.52	3881.18	3978.21	4077.67	4179.61	4284.10	4391.20	4499.98	4613.50	4728.84	4846.84	4968.42	5093.76	5219.00	5347.34
	Semi-Monthly	1802.03	1847.08	1893.26	1940.59	1989.11	2038.83	2089.80	2142.05	2195.60	2250.49	2306.75	2364.42	2423.53	2483.21	2544.62	2606.80	2670.84
	Hourly/40	20.79	21.31	21.85	22.39	22.95	23.53	24.11	24.72	25.33	25.97	26.66	27.38	28.13	28.90	29.69	30.50	31.33
	Hourly/35	23.76	24.36	24.97	25.59	26.25	26.95	27.68	28.42	29.18	29.96	30.75	31.58	32.46	33.34	34.26	35.20	36.16
17	Annual	45436.22	46574.18	47739.53	48931.59	50155.29	51409.17	52684.40	54011.76	55382.05	56746.10	58139.81	59563.07	61013.84	62494.25	64005.32	65547.07	67119.52
	Monthly	3786.52	3881.18	3978.21	4077.67	4179.61	4284.10	4391.20	4499.98	4613.50	4728.84	4846.84	4968.42	5093.76	5219.00	5347.34	5480.58	5617.92
	Semi-Monthly	1893.26	1940.59	1989.11	2038.83	2089.80	2142.05	2195.60	2250.49	2306.75	2364.42	2423.53	2483.21	2544.62	2606.80	2670.84	2736.76	2804.56
	Hourly/40	21.85	22.39	22.95	23.53	24.11	24.72	25.33	25.97	26.66	27.38	28.13	28.90	29.69	30.50	31.33	32.18	33.05
	Hourly/35	24.97	25.59	26.25	26.95	27.68	28.42	29.18	29.96	30.75	31.58	32.46	33.34	34.26	35.20	36.16	37.14	38.14
18	Annual	47739.53	48931.59	50155.29	51409.17	52684.40	54011.76	55382.05	56746.10	58139.81	59563.07	61013.84	62494.25	64005.32	65547.07	67119.52	68722.77	70357.82
	Monthly	3978.21	4077.67	4179.61	4284.10	4391.20	4499.98	4613.50	4728.84	4846.84	4968.42	5093.76	5219.00	5347.34	5480.58	5617.92	5759.40	5904.84
	Semi-Monthly	1989.11	2038.83	2089.80	2142.05	2195.60	2250.49	2306.75	2364.42	2423.53	2483.21	2544.62	2606.80	2670.84	2736.76	2804.56	2874.20	2945.72
	Hourly/40	22.95	23.53	24.11	24.72	25.33	25.97	26.66	27.38	28.13	28.90	29.69	30.50	31.33	32.18	33.05	33.94	34.84
	Hourly/35	25.99	26.66	27.38	28.13	28.90	29.69	30.50	31.33	32.18	33.05	33.94	34.84	35.76	36.70	37.66	38.64	39.64

Salary Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
19	Annual 40155.29	51493.17	52894.40	54011.76	55562.05	56746.10	58164.75	59618.87	61109.34	62637.07	64203.00	65805.08	67453.28	69139.61	70868.10	72639.80	74455.80	76317.20
Monthly	4178.61	4284.10	4397.20	4500.38	4613.50	4728.84	4847.06	4968.24	5092.45	5219.76	5350.25	5484.01	5621.11	5761.64	5905.68	6053.32	6204.65	6359.77
Semi-Monthly	2089.80	2142.05	2198.60	2250.19	2306.75	2364.42	2423.53	2484.12	2546.22	2609.88	2675.13	2742.00	2809.82	2880.82	2952.84	3026.65	3102.33	3179.88
Hourly/40	24.11	24.72	25.33	25.97	26.62	27.28	27.95	28.65	29.38	30.11	30.87	31.64	32.43	33.24	34.07	34.92	35.80	36.69
Hourly/35	27.56	28.25	28.95	29.68	30.42	31.18	31.96	32.76	33.58	34.42	35.28	36.16	37.06	37.99	38.94	39.91	40.81	41.93
20	Annual 52894.41	54011.77	55562.06	56746.11	58164.76	59618.88	61109.35	62637.09	64203.01	65805.08	67453.29	69139.62	70868.11	72639.81	74455.81	76317.21	78225.14	80180.77
Monthly	4390.98	4500.38	4613.51	4728.84	4847.06	4968.24	5092.45	5219.76	5350.25	5484.01	5621.11	5761.64	5905.68	6053.32	6204.65	6359.77	6518.76	6681.73
Semi-Monthly	2195.49	2250.19	2306.75	2364.42	2423.53	2484.12	2546.22	2609.88	2675.13	2742.00	2809.82	2880.82	2952.84	3026.65	3102.33	3179.88	3258.38	3340.87
Hourly/40	25.33	25.97	26.62	27.28	27.95	28.65	29.38	30.11	30.87	31.64	32.43	33.24	34.07	34.92	35.80	36.69	37.61	38.55
Hourly/35	29.95	29.68	30.42	31.18	31.96	32.76	33.58	34.42	35.28	36.16	37.06	37.99	38.94	39.91	40.81	41.93	42.98	44.06
21	Annual 55362.06	56746.11	58164.76	59618.88	61109.35	62637.09	64203.02	65805.10	67453.30	69139.63	70868.12	72639.82	74455.82	76317.22	78225.15	80180.78	82165.30	84239.83
Monthly	4534.51	4728.84	4847.06	4968.24	5092.45	5219.76	5350.25	5484.01	5621.11	5761.64	5905.68	6053.32	6204.65	6359.77	6518.76	6681.73	6848.78	7019.89
Semi-Monthly	2267.25	2364.42	2423.53	2484.12	2546.22	2609.88	2675.13	2742.00	2809.82	2880.82	2952.84	3026.66	3102.33	3179.88	3258.38	3340.87	3424.39	3510.00
Hourly/40	26.62	27.28	27.96	28.65	29.38	30.11	30.87	31.64	32.43	33.24	34.07	34.92	35.80	36.69	37.61	38.55	39.51	40.50
Hourly/35	30.42	31.18	31.96	32.76	33.58	34.42	35.28	36.16	37.06	37.99	38.94	39.91	40.81	41.93	42.98	44.06	45.16	46.29
22	Annual 58164.77	59618.89	61109.36	62637.09	64203.02	65805.10	67453.30	69139.63	70868.12	72639.82	74455.82	76317.22	78225.15	80180.78	82165.30	84239.83	86345.53	88504.59
Monthly	4847.06	4968.24	5092.45	5219.76	5350.25	5484.01	5621.11	5761.64	5905.68	6053.32	6204.65	6359.77	6518.76	6681.73	6848.78	7019.89	7195.49	7375.38
Semi-Monthly	2423.53	2484.12	2546.22	2609.88	2675.13	2742.00	2809.82	2880.82	2952.84	3026.66	3102.33	3179.88	3258.38	3340.87	3424.39	3510.00	3597.75	3687.69
Hourly/40	27.96	28.65	29.38	30.11	30.87	31.64	32.43	33.24	34.07	34.92	35.80	36.69	37.61	38.55	39.51	40.50	41.51	42.55
Hourly/35	31.95	32.76	33.58	34.42	35.28	36.16	37.06	37.99	38.94	39.91	40.81	41.93	42.98	44.06	45.16	46.29	47.44	48.63
23	Annual 61109.35	62637.08	64203.01	65805.09	67453.29	69139.62	70868.11	72639.81	74455.81	76317.21	78225.14	80180.77	82165.29	84239.82	86345.52	88504.57	90717.18	92985.11
Monthly	5092.45	5219.76	5350.25	5484.01	5621.11	5761.64	5905.68	6053.32	6204.65	6359.77	6518.76	6681.73	6848.77	7019.89	7195.49	7375.38	7559.77	7748.76
Semi-Monthly	2546.22	2609.88	2675.13	2742.00	2809.82	2880.82	2952.84	3026.66	3102.33	3179.88	3258.38	3340.87	3424.39	3510.00	3597.75	3687.69	3778.88	3874.38
Hourly/40	29.38	30.11	30.87	31.64	32.43	33.24	34.07	34.92	35.80	36.69	37.61	38.55	39.51	40.50	41.51	42.55	43.61	44.70
Hourly/35	33.89	34.42	35.28	36.16	37.06	37.99	38.94	39.91	40.81	41.93	42.98	44.06	45.16	46.29	47.44	48.63	49.84	51.09
24	Annual 64203.02	65805.10	67453.30	69139.63	70868.12	72639.82	74455.82	76317.22	78225.15	80180.78	82165.30	84239.83	86345.53	88504.58	90717.19	92985.12	95303.75	97692.49
Monthly	5350.25	5484.01	5621.11	5761.64	5905.68	6053.32	6204.65	6359.77	6518.76	6681.73	6848.78	7019.89	7195.49	7375.38	7559.77	7748.76	7942.48	8141.04
Semi-Monthly	2675.13	2742.00	2809.82	2880.82	2952.84	3026.68	3102.33	3179.88	3259.38	3340.87	3424.39	3510.00	3597.75	3687.69	3778.88	3874.38	3971.24	4070.52
Hourly/40	30.87	31.64	32.43	33.24	34.07	34.92	35.80	36.69	37.61	38.55	39.51	40.50	41.51	42.55	43.61	44.70	45.82	46.97
Hourly/35	35.28	35.16	35.91	36.76	37.61	38.51	39.41	40.33	41.28	42.25	43.25	44.28	45.33	46.39	47.44	48.54	49.64	50.78

Salary Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R																																																																			
25	67453.29 Annual 6921.11 Monthly 2810.56 Semi-Monthly Hourly/40 32.43 Hourly/35 37.08	69139.62 Annual 7161.64 Monthly 2952.84 Semi-Monthly Hourly/40 33.24 Hourly/35 37.09	70958.11 Annual 7361.64 Monthly 2952.84 Semi-Monthly Hourly/40 33.24 Hourly/35 38.94	72639.81 Annual 7531.64 Monthly 3052.66 Semi-Monthly Hourly/40 34.92 Hourly/35 39.51	74465.81 Annual 7711.64 Monthly 3102.33 Semi-Monthly Hourly/40 35.80 Hourly/35 40.81	76317.21 Annual 7981.64 Monthly 3179.88 Semi-Monthly Hourly/40 36.69 Hourly/35 41.93	78225.14 Annual 8171.64 Monthly 3256.38 Semi-Monthly Hourly/40 37.61 Hourly/35 42.99	80180.77 Annual 8361.64 Monthly 3340.87 Semi-Monthly Hourly/40 38.55 Hourly/35 44.06	82185.29 Annual 8551.64 Monthly 3424.39 Semi-Monthly Hourly/40 39.51 Hourly/35 45.18	84293.82 Annual 8741.64 Monthly 3510.00 Semi-Monthly Hourly/40 40.50 Hourly/35 46.29	86345.92 Annual 8931.64 Monthly 3597.75 Semi-Monthly Hourly/40 41.51 Hourly/35 47.44	88594.57 Annual 9121.64 Monthly 3687.69 Semi-Monthly Hourly/40 42.55 Hourly/35 48.63	90717.18 Annual 9311.64 Monthly 3778.88 Semi-Monthly Hourly/40 43.61 Hourly/35 49.84	92885.11 Annual 9501.64 Monthly 3874.38 Semi-Monthly Hourly/40 44.70 Hourly/35 51.09	95095.74 Annual 9691.64 Monthly 3971.24 Semi-Monthly Hourly/40 45.82 Hourly/35 52.37	97342.46 Annual 9881.64 Monthly 4070.52 Semi-Monthly Hourly/40 46.97 Hourly/35 53.68	100134.79 Annual 10071.64 Monthly 4172.28 Semi-Monthly Hourly/40 48.14 Hourly/35 54.97	102538.18 Annual 10261.64 Monthly 4276.58 Semi-Monthly Hourly/40 49.35 Hourly/35 56.39	105030.09 Annual 10451.64 Monthly 4383.51 Semi-Monthly Hourly/40 50.58 Hourly/35 57.80	107634.23 Annual 10641.64 Monthly 4493.09 Semi-Monthly Hourly/40 51.84 Hourly/35 59.25	110333.34 Annual 10831.64 Monthly 4605.42 Semi-Monthly Hourly/40 53.14 Hourly/35 60.71	113125.67 Annual 11021.64 Monthly 4720.56 Semi-Monthly Hourly/40 54.47 Hourly/35 62.25	116024.13 Annual 11211.64 Monthly 4838.57 Semi-Monthly Hourly/40 55.83 Hourly/35 63.81	119028.79 Annual 11401.64 Monthly 4959.53 Semi-Monthly Hourly/40 57.23 Hourly/35 65.40	122004.51 Annual 11591.64 Monthly 5083.52 Semi-Monthly Hourly/40 58.68 Hourly/35 67.04	125054.62 Annual 11781.64 Monthly 5210.81 Semi-Monthly Hourly/40 60.12 Hourly/35 68.71	128181.01 Annual 11971.64 Monthly 5340.88 Semi-Monthly Hourly/40 61.63 Hourly/35 70.43	131385.94 Annual 12161.64 Monthly 5474.40 Semi-Monthly Hourly/40 63.17 Hourly/35 72.19																																																									
26	70885.12 Annual 7295.56 Monthly 2982.84 Semi-Monthly Hourly/40 34.87 Hourly/35 38.94	72539.82 Annual 7461.64 Monthly 3025.66 Semi-Monthly Hourly/40 35.81 Hourly/35 40.81	74465.82 Annual 7651.64 Monthly 3102.33 Semi-Monthly Hourly/40 36.80 Hourly/35 41.93	76317.22 Annual 7841.64 Monthly 3179.88 Semi-Monthly Hourly/40 37.81 Hourly/35 42.99	78225.15 Annual 8031.64 Monthly 3256.38 Semi-Monthly Hourly/40 38.81 Hourly/35 44.06	80180.78 Annual 8221.64 Monthly 3340.87 Semi-Monthly Hourly/40 39.81 Hourly/35 45.18	82185.30 Annual 8411.64 Monthly 3424.39 Semi-Monthly Hourly/40 40.81 Hourly/35 46.29	84293.83 Annual 8601.64 Monthly 3510.00 Semi-Monthly Hourly/40 41.81 Hourly/35 47.44	86345.94 Annual 8791.64 Monthly 3597.75 Semi-Monthly Hourly/40 42.81 Hourly/35 48.63	88594.58 Annual 8981.64 Monthly 3687.69 Semi-Monthly Hourly/40 43.81 Hourly/35 49.84	90717.19 Annual 9171.64 Monthly 3778.88 Semi-Monthly Hourly/40 44.81 Hourly/35 51.09	92885.12 Annual 9361.64 Monthly 3874.38 Semi-Monthly Hourly/40 45.81 Hourly/35 52.37	95095.75 Annual 9551.64 Monthly 3971.24 Semi-Monthly Hourly/40 46.81 Hourly/35 53.68	97342.47 Annual 9741.64 Monthly 4070.52 Semi-Monthly Hourly/40 47.81 Hourly/35 54.97	99595.75 Annual 9931.64 Monthly 4172.28 Semi-Monthly Hourly/40 48.81 Hourly/35 56.39	101848.11 Annual 10121.64 Monthly 4276.58 Semi-Monthly Hourly/40 49.81 Hourly/35 57.80	104100.45 Annual 10311.64 Monthly 4383.51 Semi-Monthly Hourly/40 50.81 Hourly/35 59.25	106352.79 Annual 10501.64 Monthly 4493.09 Semi-Monthly Hourly/40 51.81 Hourly/35 60.71	108605.13 Annual 10691.64 Monthly 4605.42 Semi-Monthly Hourly/40 52.81 Hourly/35 62.25	110857.47 Annual 10881.64 Monthly 4720.56 Semi-Monthly Hourly/40 53.81 Hourly/35 63.81	113109.81 Annual 11071.64 Monthly 4838.57 Semi-Monthly Hourly/40 54.81 Hourly/35 65.40	115362.15 Annual 11261.64 Monthly 4959.53 Semi-Monthly Hourly/40 55.81 Hourly/35 67.04	117614.49 Annual 11451.64 Monthly 5083.52 Semi-Monthly Hourly/40 56.81 Hourly/35 68.71	119866.83 Annual 11641.64 Monthly 5210.81 Semi-Monthly Hourly/40 57.81 Hourly/35 70.43	122119.17 Annual 11831.64 Monthly 5340.88 Semi-Monthly Hourly/40 58.81 Hourly/35 72.19	124371.51 Annual 12021.64 Monthly 5474.40 Semi-Monthly Hourly/40 59.81 Hourly/35 73.95	126623.85 Annual 12211.64 Monthly 5608.00 Semi-Monthly Hourly/40 60.81 Hourly/35 75.71																																																										
27	74455.83 Annual 7651.64 Monthly 3102.33 Semi-Monthly Hourly/40 36.80 Hourly/35 40.81	76317.23 Annual 7841.64 Monthly 3179.88 Semi-Monthly Hourly/40 37.81 Hourly/35 41.93	78225.16 Annual 8031.64 Monthly 3256.38 Semi-Monthly Hourly/40 38.81 Hourly/35 42.99	80180.79 Annual 8221.64 Monthly 3340.87 Semi-Monthly Hourly/40 39.81 Hourly/35 44.06	82185.31 Annual 8411.64 Monthly 3424.39 Semi-Monthly Hourly/40 40.81 Hourly/35 45.18	84293.84 Annual 8601.64 Monthly 3510.00 Semi-Monthly Hourly/40 41.81 Hourly/35 46.29	86345.95 Annual 8791.64 Monthly 3597.75 Semi-Monthly Hourly/40 42.81 Hourly/35 47.44	88594.59 Annual 8981.64 Monthly 3687.69 Semi-Monthly Hourly/40 43.81 Hourly/35 48.63	90717.20 Annual 9171.64 Monthly 3778.88 Semi-Monthly Hourly/40 44.81 Hourly/35 49.84	92885.13 Annual 9361.64 Monthly 3874.38 Semi-Monthly Hourly/40 45.81 Hourly/35 51.09	95095.76 Annual 9551.64 Monthly 3971.24 Semi-Monthly Hourly/40 46.81 Hourly/35 52.37	97342.48 Annual 9741.64 Monthly 4070.52 Semi-Monthly Hourly/40 47.81 Hourly/35 53.68	99595.76 Annual 9931.64 Monthly 4172.28 Semi-Monthly Hourly/40 48.81 Hourly/35 54.97	101848.12 Annual 10121.64 Monthly 4276.58 Semi-Monthly Hourly/40 49.81 Hourly/35 56.39	104100.46 Annual 10311.64 Monthly 4383.51 Semi-Monthly Hourly/40 50.81 Hourly/35 57.80	106352.80 Annual 10501.64 Monthly 4493.09 Semi-Monthly Hourly/40 51.81 Hourly/35 59.25	108605.14 Annual 10691.64 Monthly 4605.42 Semi-Monthly Hourly/40 52.81 Hourly/35 60.71	110857.48 Annual 10881.64 Monthly 4720.56 Semi-Monthly Hourly/40 53.81 Hourly/35 62.25	113109.82 Annual 11071.64 Monthly 4838.57 Semi-Monthly Hourly/40 54.81 Hourly/35 63.81	115362.16 Annual 11261.64 Monthly 4959.53 Semi-Monthly Hourly/40 55.81 Hourly/35 65.40	117614.50 Annual 11451.64 Monthly 5083.52 Semi-Monthly Hourly/40 56.81 Hourly/35 67.04	119866.84 Annual 11641.64 Monthly 5210.81 Semi-Monthly Hourly/40 57.81 Hourly/35 68.71	122119.18 Annual 11831.64 Monthly 5340.88 Semi-Monthly Hourly/40 58.81 Hourly/35 70.43	124371.52 Annual 12021.64 Monthly 5474.40 Semi-Monthly Hourly/40 59.81 Hourly/35 72.19	126623.86 Annual 12211.64 Monthly 5608.00 Semi-Monthly Hourly/40 60.81 Hourly/35 73.95	128876.20 Annual 12401.64 Monthly 5741.60 Semi-Monthly Hourly/40 61.81 Hourly/35 75.71																																																											
28	78225.15 Annual 8031.64 Monthly 3256.38 Semi-Monthly Hourly/40 38.81 Hourly/35 42.99	80180.79 Annual 8221.64 Monthly 3340.87 Semi-Monthly Hourly/40 39.81 Hourly/35 44.06	82185.31 Annual 8411.64 Monthly 3424.39 Semi-Monthly Hourly/40 40.81 Hourly/35 45.18	84293.84 Annual 8601.64 Monthly 3510.00 Semi-Monthly Hourly/40 41.81 Hourly/35 46.29	86345.94 Annual 8791.64 Monthly 3597.75 Semi-Monthly Hourly/40 42.81 Hourly/35 47.44	88594.59 Annual 8981.64 Monthly 3687.69 Semi-Monthly Hourly/40 43.81 Hourly/35 48.63	90717.20 Annual 9171.64 Monthly 3778.88 Semi-Monthly Hourly/40 44.81 Hourly/35 49.84	92885.13 Annual 9361.64 Monthly 3874.38 Semi-Monthly Hourly/40 45.81 Hourly/35 51.09	95095.76 Annual 9551.64 Monthly 3971.24 Semi-Monthly Hourly/40 46.81 Hourly/35 52.37	97342.48 Annual 9741.64 Monthly 4070.52 Semi-Monthly Hourly/40 47.81 Hourly/35 53.68	99595.76 Annual 9931.64 Monthly 4172.28 Semi-Monthly Hourly/40 48.81 Hourly/35 54.97	101848.12 Annual 10121.64 Monthly 4276.58 Semi-Monthly Hourly/40 49.81 Hourly/35 56.39	104100.46 Annual 10311.64 Monthly 4383.51 Semi-Monthly Hourly/40 50.81 Hourly/35 57.80	106352.80 Annual 10501.64 Monthly 4493.09 Semi-Monthly Hourly/40 51.81 Hourly/35 59.25	108605.14 Annual 10691.64 Monthly 4605.42 Semi-Monthly Hourly/40 52.81 Hourly/35 60.71	110857.48 Annual 10881.64 Monthly 4720.56 Semi-Monthly Hourly/40 53.81 Hourly/35 62.25	113109.82 Annual 11071.64 Monthly 4838.57 Semi-Monthly Hourly/40 54.81 Hourly/35 63.81	115362.16 Annual 11261.64 Monthly 4959.53 Semi-Monthly Hourly/40 55.81 Hourly/35 65.40	117614.50 Annual 11451.64 Monthly 5083.52 Semi-Monthly Hourly/40 56.81 Hourly/35 67.04	119866.84 Annual 11641.64 Monthly 5210.81 Semi-Monthly Hourly/40 57.81 Hourly/35 68.71	122119.18 Annual 11831.64 Monthly 5340.88 Semi-Monthly Hourly/40 58.81 Hourly/35 70.43	124371.52 Annual 12021.64 Monthly 5474.40 Semi-Monthly Hourly/40 59.81 Hourly/35 72.19	126623.86 Annual 12211.64 Monthly 5608.00 Semi-Monthly Hourly/40 60.81 Hourly/35 73.95	128876.20 Annual 12401.64 Monthly 5741.60 Semi-Monthly Hourly/40 61.81 Hourly/35 75.71	131128.54 Annual 12591.64 Monthly 5875.20 Semi-Monthly Hourly/40 62.81 Hourly/35 77.47	133380.88 Annual 12781.64 Monthly 6008.80 Semi-Monthly Hourly/40 63.81 Hourly/35 79.23	135633.22 Annual 12971.64 Monthly 6142.40 Semi-Monthly Hourly/40 64.81 Hourly/35 80.99	137885.56 Annual 13161.64 Monthly 6276.00 Semi-Monthly Hourly/40 65.81 Hourly/35 82.75	140137.90 Annual 13351.64 Monthly 6409.60 Semi-Monthly Hourly/40 66.81 Hourly/35 84.51	142390.24 Annual 13541.64 Monthly 6543.20 Semi-Monthly Hourly/40 67.81 Hourly/35 86.27	144642.58 Annual 13731.64 Monthly 6676.80 Semi-Monthly Hourly/40 68.81 Hourly/35 88.03	146894.92 Annual 13921.64 Monthly 6810.40 Semi-Monthly Hourly/40 69.81 Hourly/35 89.79	149147.26 Annual 14111.64 Monthly 6944.00 Semi-Monthly Hourly/40 70.81 Hourly/35 91.55	151399.60 Annual 14301.64 Monthly 7077.60 Semi-Monthly Hourly/40 71.81 Hourly/35 93.31	153651.94 Annual 14491.64 Monthly 7211.20 Semi-Monthly Hourly/40 72.81 Hourly/35 95.07	155904.28 Annual 14681.64 Monthly 7344.80 Semi-Monthly Hourly/40 73.81 Hourly/35 96.83	158156.62 Annual 14871.64 Monthly 7478.40 Semi-Monthly Hourly/40 74.81 Hourly/35 98.59	160408.96 Annual 15061.64 Monthly 7612.00 Semi-Monthly Hourly/40 75.81 Hourly/35 100.35	162661.30 Annual 15251.64 Monthly 7745.60 Semi-Monthly Hourly/40 76.81 Hourly/35 102.11	164913.64 Annual 15441.64 Monthly 7879.20 Semi-Monthly Hourly/40 77.81 Hourly/35 103.87	167165.98 Annual 15631.64 Monthly 8012.80 Semi-Monthly Hourly/40 78.81 Hourly/35 105.63	169418.32 Annual 15821.64 Monthly 8146.40 Semi-Monthly Hourly/40 79.81 Hourly/35 107.39	171670.66 Annual 16011.64 Monthly 8280.00 Semi-Monthly Hourly/40 80.81 Hourly/35 109.15	173923.00 Annual 16201.64 Monthly 8413.60 Semi-Monthly Hourly/40 81.81 Hourly/35 110.91	176175.34 Annual 16391.64 Monthly 8547.20 Semi-Monthly Hourly/40 82.81 Hourly/35 112.67	178427.68 Annual 16581.64 Monthly 8680.80 Semi-Monthly Hourly/40 83.81 Hourly/35 114.43	180680.02 Annual 16771.64 Monthly 8814.40 Semi-Monthly Hourly/40 84.81 Hourly/35 116.19	182932.36 Annual 16961.64 Monthly 8948.00 Semi-Monthly Hourly/40 85.81 Hourly/35 117.95	185184.70 Annual 17151.64 Monthly 9081.60 Semi-Monthly Hourly/40 86.81 Hourly/35 119.71	187437.04 Annual 17341.64 Monthly 9215.20 Semi-Monthly Hourly/40 87.81 Hourly/35 121.47	189689.38 Annual 17531.64 Monthly 9348.80 Semi-Monthly Hourly/40 88.81 Hourly/35 123.23	191941.72 Annual 17721.64 Monthly 9482.40 Semi-Monthly Hourly/40 89.81 Hourly/35 124.99	194194.06 Annual 17911.64 Monthly 9616.00 Semi-Monthly Hourly/40 90.81 Hourly/35 126.75	196446.40 Annual 18101.64 Monthly 9749.60 Semi-Monthly Hourly/40 91.81 Hourly/35 128.51	198698.74 Annual 18291.64 Monthly 9883.20 Semi-Monthly Hourly/40 92.81 Hourly/35 130.27	200951.08 Annual 18481.64 Monthly 10016.80 Semi-Monthly Hourly/40 93.81 Hourly/35 132.03	203203.42 Annual 18671.64 Monthly 10150.40 Semi-Monthly Hourly/40 94.81 Hourly/35 133.79	205455.76 Annual 18861.64 Monthly 10284.00 Semi-Monthly Hourly/40 95.81 Hourly/35 135.55	207708.10 Annual 19051.64 Monthly 10417.60 Semi-Monthly Hourly/40 96.81 Hourly/35 137.31	209960.44 Annual 19241.64 Monthly 10551.20 Semi-Monthly Hourly/40 97.81 Hourly/35 139.07	212212.78 Annual 19431.64 Monthly 10684.80 Semi-Monthly Hourly/40 98.81 Hourly/35 140.83	214465.12 Annual 19621.64 Monthly 10818.40 Semi-Monthly Hourly/40 99.81 Hourly/35 142.59	216717.46 Annual 19811.64 Monthly 10952.00 Semi-Monthly Hourly/40 100.81 Hourly/35 144.35	218969.80 Annual 20001.64 Monthly 11085.60 Semi-Monthly Hourly/40 101.81 Hourly/35 146.11	221222.14 Annual 20191.64 Monthly 11219.20 Semi-Monthly Hourly/40 102.81 Hourly/35 147.87	223474.48 Annual 20381.64 Monthly 11352.80 Semi-Monthly Hourly/40 103.81 Hourly/35 149.63	225726.82 Annual 20571.64 Monthly 11486.40 Semi-Monthly Hourly/40 104.81 Hourly/35 151.39	227979.16 Annual 20761.64 Monthly 11620.00 Semi-Monthly Hourly/40 105.81 Hourly/35 153.15	230231.50 Annual 20951.64 Monthly 11753.60 Semi-Monthly Hourly/40 106.81 Hourly/35 154.91	232483.84 Annual 21141.64 Monthly 11887.20 Semi-Monthly Hourly/40 107.81 Hourly/35 156.67	234736.18 Annual 21331.64 Monthly 12020.80 Semi-Monthly Hourly/40 108.81 Hourly/35 158.43	236988.52 Annual 21521.64 Monthly 12154.40 Semi-Monthly Hourly/40 109.81 Hourly/35 160.19	239240.86 Annual 21711.64 Monthly 12288.00 Semi-Monthly Hourly/40 110.81 Hourly/35 161.95	241493.20 Annual 21901.64 Monthly 12421.60 Semi-Monthly Hourly/40 111.81 Hourly/35 163.71	243745.54 Annual 22091.64 Monthly 12555.20 Semi-Monthly Hourly/40 112.81 Hourly/35 165.47	245997.88 Annual 22281.64 Monthly 12688.80 Semi-Monthly Hourly/40 113.81 Hourly/35 167.23	248250.22 Annual 22471.64 Monthly 12822.40 Semi-Monthly Hourly/40 114.81 Hourly/35 168.99	250502.56 Annual 22661.64 Monthly 12956.00 Semi-Monthly Hourly/40 115.81 Hourly/35 170.75	252754.90 Annual 22851.64 Monthly 13089.60 Semi-Monthly Hourly/40 116.81 Hourly/35 172.51	255007.24 Annual 23041.64 Monthly 13223.20 Semi-Monthly Hourly/40 117.81 Hourly/35 174.27	257259.58 Annual 23231.64 Monthly 13356.80 Semi-Monthly Hourly/40 118.81 Hourly/35 176.03	259511.92 Annual 23421.64 Monthly 13490.40 Semi-Monthly Hourly/40 119.81 Hourly/35 177.79	261764.26 Annual 23611.64 Monthly 13624.00 Semi-Monthly Hourly/40 120.81 Hourly/35 179.55	264016.60 Annual 23801.64 Monthly 13757.60 Semi-Monthly Hourly/40 121.81 Hourly/35 181.31	2

Salary Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
31	Annual	90717.18	92985.11	95308.74	97592.48	100134.79	102638.16	105204.11	107854.21	110530.07	113293.32	116125.65	118920.79	122004.51	125054.62	128160.99	131385.51	134670.15	138036.90
	Monthly	7562.77	7748.76	7942.48	8141.04	8344.57	8553.18	8767.01	8985.18	9210.84	9441.11	9677.14	9919.07	10187.04	10421.22	10691.75	10948.79	11222.51	11503.08
	Semi-Monthly	3779.88	3874.38	3971.24	4070.52	4172.28	4276.59	4383.50	4493.09	4605.42	4720.56	4838.57	4959.53	5083.52	5210.61	5340.87	5474.40	5611.26	5751.54
	Hourly/40	43.61	44.70	45.82	46.97	48.14	49.35	50.58	51.84	53.14	54.47	55.83	57.23	58.66	60.12	61.63	63.17	64.75	66.36
	Hourly/35	48.84	51.09	52.37	53.68	55.02	56.39	57.80	59.25	60.73	62.25	63.81	65.40	67.04	68.71	70.43	72.19	73.99	75.84
32	Annual	95305.75	97692.49	100134.80	102638.17	105204.12	107854.22	110530.08	113293.33	116125.66	119028.80	122004.52	125054.63	128160.99	131385.53	134670.17	138036.92	141487.84	145025.04
	Monthly	7942.48	8141.04	8344.57	8553.18	8767.01	8985.19	9210.84	9441.11	9677.14	9919.07	10187.04	10421.22	10691.75	10948.79	11222.51	11503.08	11790.65	12095.42
	Semi-Monthly	3971.24	4070.52	4172.28	4276.59	4383.51	4493.09	4605.42	4720.56	4838.57	4959.53	5083.52	5210.61	5340.88	5474.40	5611.26	5751.54	5895.33	6042.71
	Hourly/40	45.82	46.97	48.14	49.35	50.58	51.84	53.14	54.47	55.83	57.23	58.66	60.12	61.63	63.17	64.75	66.36	68.02	69.72
	Hourly/35	52.37	53.68	55.02	56.39	57.80	59.25	60.73	62.25	63.81	65.40	67.04	68.71	70.43	72.19	73.99	75.84	77.74	79.68
33	Annual	100134.81	102638.18	105204.13	107854.23	110530.09	113293.34	116125.67	119028.81	122004.53	125054.64	128160.99	131385.54	134670.18	138036.93	141487.85	145025.05	148550.88	152266.95
	Monthly	8344.57	8553.18	8767.01	8985.19	9210.84	9441.11	9677.14	9919.07	10187.04	10421.22	10691.75	10948.79	11222.52	11503.09	11790.65	12095.42	12387.56	12697.25
	Semi-Monthly	4172.28	4276.59	4383.51	4493.09	4605.42	4720.56	4838.57	4959.53	5083.52	5210.61	5340.88	5474.40	5611.26	5751.54	5895.33	6042.71	6193.78	6348.62
	Hourly/40	48.14	49.35	50.58	51.84	53.14	54.47	55.83	57.23	58.66	60.12	61.63	63.17	64.75	66.36	68.02	69.72	71.47	73.25
	Hourly/35	55.02	56.39	57.80	59.25	60.73	62.25	63.81	65.40	67.04	68.71	70.43	72.19	73.99	75.84	77.74	79.68	81.58	83.72
34	Annual	105204.13	107854.23	110530.09	113293.34	116125.67	119028.81	122004.53	125054.64	128160.99	131385.54	134670.18	138036.93	141487.85	145025.05	148550.88	152266.95	156176.12	160380.52
	Monthly	8767.01	8985.18	9210.84	9441.11	9677.14	9919.07	10187.04	10421.22	10691.75	10948.79	11222.52	11503.08	11790.65	12095.42	12387.56	12697.25	13014.89	13340.04
	Semi-Monthly	4353.51	4493.09	4605.42	4720.56	4838.57	4959.53	5083.52	5210.61	5340.88	5474.40	5611.26	5751.54	5895.33	6042.71	6193.78	6348.62	6507.34	6670.02
	Hourly/40	50.58	51.84	53.14	54.47	55.83	57.23	58.66	60.12	61.63	63.17	64.75	66.36	68.02	69.72	71.47	73.25	75.08	76.96
	Hourly/35	57.80	59.25	60.73	62.25	63.81	65.40	67.04	68.71	70.43	72.19	73.99	75.84	77.74	79.68	81.58	83.72	85.81	87.96
35	Annual	110530.08	113293.33	116125.66	119028.80	122004.52	125054.63	128160.99	131385.53	134670.17	138036.92	141487.84	145025.04	148550.87	152266.94	156176.11	160380.51	164884.58	169594.58
	Monthly	9210.84	9441.11	9677.14	9919.07	10187.04	10421.22	10691.75	10948.79	11222.51	11503.08	11790.65	12095.42	12387.56	12697.25	13014.88	13340.04	13673.54	14015.38
	Semi-Monthly	4605.42	4720.55	4838.57	4959.53	5083.52	5210.61	5340.88	5474.40	5611.26	5751.54	5895.33	6042.71	6193.78	6348.62	6507.34	6670.02	6836.77	7007.59
	Hourly/40	53.14	54.47	55.83	57.23	58.66	60.12	61.63	63.17	64.75	66.36	68.02	69.72	71.47	73.25	75.08	76.96	78.89	80.85
	Hourly/35	60.73	62.25	63.81	65.40	67.04	68.71	70.43	72.19	73.99	75.84	77.74	79.68	81.58	83.72	85.81	87.96	90.16	92.41
36	Annual	116125.67	119028.81	122004.53	125054.64	128160.99	131385.54	134670.18	138036.93	141487.85	145025.05	148550.88	152266.95	156176.12	160380.52	164884.59	169594.59	174389.20	179384.93
	Monthly	9677.14	9919.07	10187.04	10421.22	10691.75	10948.79	11222.52	11503.08	11790.65	12095.42	12387.56	12697.25	13014.88	13340.04	13673.54	14015.38	14365.77	14729.91
	Semi-Monthly	4838.57	4959.53	5083.52	5210.61	5340.88	5474.40	5611.26	5751.54	5895.33	6042.71	6193.78	6348.62	6507.34	6670.02	6836.77	7007.59	7182.88	7362.46
	Hourly/40	55.83	57.23	58.66	60.12	61.63	63.17	64.75	66.36	68.02	69.72	71.47	73.25	75.08	76.96	78.89	80.85	82.88	84.95
	Hourly/35	63.81	65.40	67.04	68.71	70.43	72.19	73.99	75.84	77.74	79.68	81.58	83.72	85.81	87.96	90.16	92.41	94.72	97.09



Salary Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
37	Annual	12200.54	12054.65	12161.02	13185.55	13467.19	13803.94	14148.86	14502.05	14850.69	15176.13	15606.53	16402.54	16818.60	17239.22	17656.95	18116.42	18394.33
	Monthly	1016.71	1004.55	1096.75	1098.80	1122.25	1150.33	1179.06	1208.50	1238.05	1301.68	1334.04	1367.55	1401.53	1435.77	1472.91	1509.04	15470.35
	Semi-Monthly	5083.52	5022.75	5340.88	5474.40	5611.25	5751.54	5895.33	6042.71	6193.78	6346.62	6502.34	6656.77	6815.26	6977.69	7142.83	7312.46	7486.52
	Hourly/40	59.66	58.12	61.63	63.17	64.75	66.36	68.02	69.72	71.47	73.25	75.08	76.96	78.89	80.86	82.88	84.95	87.08
	Hourly/35	67.04	65.71	70.43	72.19	73.99	75.84	77.74	79.68	81.68	83.72	85.81	87.96	90.16	92.41	94.72	97.09	102.00
38	Annual	12818.00	13135.53	13467.17	13803.92	14148.84	14502.04	14850.67	15206.94	15576.11	16000.51	16384.53	17239.19	17695.92	18116.39	18594.30	19235.41	19594.25
	Monthly	1068.17	1094.63	1122.25	1150.33	1179.06	1208.50	1238.05	1268.52	1301.68	1334.04	1367.55	1401.53	1435.77	1472.91	1509.03	1567.12	16235.55
	Semi-Monthly	5340.88	5474.40	5611.25	5751.54	5895.33	6042.71	6193.78	6346.62	6502.34	6656.77	6815.26	6977.69	7142.83	7312.46	7486.52	7923.58	8126.77
	Hourly/40	61.63	63.17	64.75	66.36	68.02	69.72	71.47	73.25	75.08	76.96	78.89	80.86	82.88	84.95	87.08	91.48	93.77
	Hourly/35	70.43	72.19	73.99	75.84	77.74	79.68	81.68	83.72	85.81	87.96	90.16	92.41	94.72	97.09	102.00	104.55	107.17
39	Annual	13467.18	13803.93	14148.85	14502.05	14850.68	15206.95	15576.12	16000.52	16384.53	16808.20	17689.93	18116.40	18594.31	190235.42	195042.55	199018.62	204916.59
	Monthly	1122.25	1150.33	1179.06	1208.50	1238.05	1268.52	1301.68	1334.04	1367.55	1401.53	1435.77	1472.91	1509.03	1567.12	16252.55	16659.89	17073.38
	Semi-Monthly	5611.25	5751.54	5895.33	6042.71	6193.78	6346.62	6502.34	6656.77	6815.26	6977.69	7142.83	7312.46	7486.52	7656.55	8126.77	8329.94	8536.19
	Hourly/40	64.75	66.36	68.02	69.72	71.47	73.25	75.08	76.96	78.89	80.86	82.88	84.95	87.08	89.25	91.48	93.77	96.52
	Hourly/35	73.99	75.84	77.74	79.68	81.68	83.72	85.81	87.96	90.16	92.41	94.72	97.09	99.51	102.00	104.55	107.17	112.59
40	Annual	14148.86	14502.05	14850.69	15206.98	15576.13	16000.53	16384.60	16808.52	17239.22	18116.42	18584.33	190235.44	195042.58	19918.64	204916.51	210039.53	215230.52
	Monthly	1179.06	1208.50	1238.05	1268.52	1301.68	1334.04	1367.55	1401.53	1435.77	1472.91	1509.04	1567.12	16252.55	16659.89	17073.38	17500.29	17940.88
	Semi-Monthly	5895.33	6042.71	6193.78	6346.62	6502.34	6656.77	6815.26	6977.69	7142.83	7312.46	7486.52	7656.55	8126.77	8329.94	8536.19	8751.65	8970.44
	Hourly/40	68.02	69.72	71.47	73.25	75.08	76.96	78.89	80.86	82.88	84.95	87.08	89.25	91.48	93.77	96.52	100.38	103.51
	Hourly/35	77.74	79.68	81.68	83.72	85.81	87.96	90.16	92.41	94.72	97.09	99.51	102.00	104.55	107.17	109.85	115.41	118.29

**WARREN COUNTY, VIRGINIA - SCHEMATIC LIST OF CLASSES**  
**JANUARY, 2013**

<u>Position</u>	<u>Grade</u>
Office Associate	3
Senior Office Associate	7
Administrative Assistant	8
Legal Secretary	8
Office Manager	10
Paralegal	10
Executive Office Associate/Deputy Clerk to Board	12
Administrative Services Manager	12
Project Manager	15
Grants/Special Projects Coordinator	15
Human Resources Manager	18
Deputy County Administrator	27
Assistant Registrar	7
General Registrar	U
Deputy Clerk I	5
Deputy Clerk II	7
Deputy Clerk III	10
Assistant County Attorney	21
County Attorney	U
Assistant Commonwealth's Attorney	21
Commonwealth's Attorney	U
Juvenile Probation Office (Intensive Sup. Officer)	14
Accounting Technician	6
Payroll/Personnel Technician	10
Accountant	12
CSA Coordinator	13
Deputy Finance Director	21
Director of Finance	26
Deputy Treasurer I	5
Deputy Treasurer II	7
Deputy Treasurer III	10

**WARREN COUNTY, VIRGINIA - SCHEMATIC LIST OF CLASSES**  
**JANUARY, 2013**

Chief Deputy Treasurer	15
Deputy Commissioner of the Revenue I	5
Deputy Commissioner of the Revenue II	7
Deputy Commissioner of the Revenue III	10
Chief Deputy Commissioner of the Revenue	15
Permit Technician	7
Permit Center Supervisor	11
Building Inspector	12
Building Plans Reviewer	14
Deputy Building Official	19
Building Official	24
Geographic Information System Coordinator	16
Zoning Administrator	17
Planner	14
Planner II	16
Deputy Planning Director	n/a
Planning Director	25
Extension Technician	13
4H Youth Development Educator	15
Gypsy Moth Coordinator	10
Refuse Site Attendant	2
Convenience Center Attendant	2
Scale Operator	5
Solid Waste Equipment Operator	9
Transfer Station Assistant Supervisor	10
Transfer Station Supervisor	12
Solid Waste Manager	18
Sanitary District Foreman	12
Sanitary Distric Manager	18
Custodian	2
Custodial Supervisor	8
Maintenance Worker	4
Equipment Operator	7
Maintenance Technician	9
Construction Project Coordinator	11
Assistant Crew Supervisor	11

**WARREN COUNTY, VIRGINIA - SCHEMATIC LIST OF CLASSES**  
**JANUARY, 2013**

Crew Supervisor	13
Facility Supervisor	3
Recreation Assistant	3
Recreation & Aquatics Supervisor	8
Recreation Coordinator	11
Assistant Director of Parks and Recreation	18
Director of Parks and Recreation	24

Clubhouse Attendant	3
Clubhouse Manager	6
Golf Course Superintendent	10

Firefighter / EMT	12
Firefighter / Paramedic	14
Cost Recovery Manager	15
Fire and Rescue - Lieutenant	17
Fire and Rescue - Captain	20
Fire Chief	25

Communications Officer	7
Communications Supervisor	13
LIDS Technician	9
Deputy Sheriff - Corrections	11
Deputy Sheriff - Corrections Sergeant	14

Medical Assistant	11
Registered Nurse	14

Food Service Supervisor	8
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Deputy Sheriff - Bailiff (Court Security Officer)	11
Deputy Sheriff - Civil Process Server	12
Deputy Sheriff - School Resource Officer	14
Deputy Sheriff- Animal Control	14

Deputy Sheriff - Patrol	14
Deputy Sheriff - Investigator	16

Deputy Sheriff - Sergeant	18
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Victim / Witness Coordinator*	12
*grant funded	

D.A.R.E. Instructor	11
D.A.R.E. Coordinator/Public Relations	13

**WARREN COUNTY, VIRGINIA - SCHEMATIC LIST OF CLASSES**  
**JANUARY, 2013**

Deputy Sheriff - Lieutenant	20
Deputy Sheriff - Captain	23
Deputy Sheriff - Major	25
Sheriff	U

**TOWN OF WARRENTON  
FULL TIME EMPLOYEE  
POSITION ROSTER & SALARY SCALE  
FY 2014**

Grade	Position Title	Salary Range Effective 07-01-2012
5	Cemetery Caretaker Laborer I	\$24,821-39,714
7	Utilities Maintenance Worker I	\$27,365-43,784
8	Administrative Assistant Meter Reader Permit Technician Police Records Clerk Wastewater/Water Treatment Plant Operator Trainee	\$28,733-46,973
9	Account Clerk I Motor Equipment Operator I Utility Maintenance Worker II	\$30,170-47,958
10	Account Clerk II Facilities Maintenance Mechanic Senior Administrative Assistant Utility Plant Mechanic Water/Wastewater Treatment Plant Operator B	\$31,679-50,686
11	Account Clerk III Motor Equipment Operator II	\$33,263-53,220
12	Firefighter Sanitation Crew Supervisor	\$34,925-55,881
13	Automotive Mechanic Meter Reader Supervisor Police Officer Recreation Facility Supervisor	\$36,672-58,675
14	Code Enforcement Officer Crew Supervisor Public Utilities Technician Water/Wastewater Treatment Plant Operator A	\$38,506-61,609
15	Chief Utility Plant Mechanic Executive Secretary/Town Recorder Police Corporal	\$40,431-64,689
16	Chief Automotive Mechanic Community Development Planner Senior Code Enforcement Officer Senior Crew Supervisor Water/Wastewater Treatment Plant Chief Operator	\$42,453-67,925
17	Community Development Assistant/Zoning Administrator	\$44,576-71,320
18	Accounting Supervisor Police Sergeant Project Engineer	\$46,804-74,886
20	Assistant Director of Parks & Recreation Police First Sergeant - Lieutenant Building and Pool Maintenance Mechanic WTP Supervisor WWTP Supervisor	\$51,601-82,563
21	Public Utilities Superintendent Public Works Superintendent	\$54,181-86,690
22	Water/Wastewater Treatment Plant Superintendent	\$56,890-91,025
23	Building Official/Fire Marshall	\$59,735-95,576
24	Major	\$62,722-100,355
25	Public Utilities Engineer	\$65,858-105,373
26	Assistant Public Works/ Utilities Director	\$69,151-110,642
28	Finance & Human Resources Director Community Development Director Director of Parks and Recreation Police Chief Public Works/Utilities Director	\$76,238-121,982



## Berryville Police Department

101 Chalmers Ct., Suite A, Berryville, Virginia 22611

policeadmin@berryvilleva.gov

(540) 955-3863 (540) 955-0207 (Fax)

W. Neal White – Chief of Police

### Compensation Questionnaire

Department Name: City of Winchester Sheriff's Office

1. Does your department have a scale / classification table regarding compensation for sworn law enforcement employees? ☒ Yes ☐ No

(If the answer is yes, would you please attach a copy to this document)

2. Starting salary for entry level officer  
a. With Virginia LEO Certification \$40,000.00  
b. Without Virginia LEO Certification \$38,355.20
3. Average salary after three (3) years \$42,285.96
4. Average salary at five (5) years \$44,400.21
5. Average salary at ten (10) years \$46,620.22
6. Average Sergeant or first line supervisor salary \$53,664.00

7. Does your department provide financial incentives for specialized skills or attainment of certifications? ☐ Yes ☒ No

(If yes, please provide any policies that outline how compensation is attained and distributed)

8. Any additional comments pertaining to salaries and compensation

These Figures do not represent COLA nor periodic raises.

City of Winchester  
Position Title/Grade Listing  
July 1, 2014

<u>Grade</u>	<u>Position Title</u>	<u>Minimum</u>		<u>Mid</u>		<u>Maximum</u>	
1		19,385.60	9.32	25,188.80	12.11	30,992.00	14.90
2		20,342.40	9.78	26,447.20	12.72	32,552.00	15.65
3		21,361.60	10.27	27,768.00	13.35	34,174.40	16.43
4		22,422.40	10.78	29,151.20	14.02	35,880.00	17.25
5	Custodian	23,545.60	11.32	30,607.20	14.72	37,668.80	18.11
6	Account Clerk I Clerk Receptionist Recreation Center Attendant I Travel Counselor	24,731.20	11.89	32,146.40	15.46	39,561.60	19.02
7	Laborer I Lead Custodian Recreation Center Attendant II	25,958.40	12.48	33,748.00	16.23	41,537.60	19.97
8	Bus Driver Customer Service Assistant Laborer II Office Assistant Office Associate Recreation Center Attendant III Sanitation Worker Utility Meter Attendant	27,268.80	13.11	35,443.20	17.04	43,617.60	20.97
9	Account Clerk II Maintenance Technician I Recreation Program Specialist Utility Service Mechanic I Warrants Clerk WWTP Operator Trainee	28,641.60	13.77	37,221.60	17.90	45,801.60	22.02
10	Economic Program Support Tech Human Services Assistant Police Fleet Manager Secretary Visitor and Community Relations Manager WWTP Lab Technician I WWTP Operator I	30,056.00	14.45	39,062.40	18.78	48,068.80	23.11



City of Winchester  
Position Title/Grade Listing  
July 1, 2014

<u>Grade</u>	<u>Position Title</u>	<u>Minimum</u>		<u>Mid</u>		<u>Maximum</u>	
11	Account Clerk III Aquatics Program Specialist Benefit Programs Specialist I Code Enforcement Technician Communications Specialist I Convention & Visitor Services Project Manager Maintenance Technician II Office Supervisor Parking Control Officer Plant Mechanic Records Analyst Clerk Utility Service Mechanic II	31,553.60	15.17	41,017.60	19.72	50,481.60	24.27
12	Athletics Program Specialist I Benefit Programs Specialist II Community Resource Officer Crew Leader Deputy Treasurer Deputy Voter Registrar Dewatering Operator Equipment Parts Manager Executive Secretary Fiscal Assistant Parks & Recreation Admin Specialist Planning Technician Senior Account Clerk W/WTP Lab Technician II W/WTP Operator II	33,134.40	15.93	43,076.80	20.71	53,019.20	25.49
13	Benefit Programs Specialist III Communications Specialist II Detention Specialist I Legal Secretary Maintenance Technician III Traffic Signal Technician	34,798.40	16.73	45,229.60	21.75	55,660.80	26.78
14	Accounting Analyst AP and Payroll Specialist Administrative Assistant I Administrative Programs Assistant Arborist Athletics Program Specialist II Automotive Mechanic Benefit Programs Specialist IV Construction Inspector Emergency Management Technician	36,524.80	17.56	47,486.40	22.83	58,448.00	28.10

City of Winchester  
Position Title/Grade Listing  
July 1, 2014

<u>Grade</u>	<u>Position Title</u>	<u>Minimum</u>		<u>Mid</u>		<u>Maximum</u>	
	Environmental Program Coordinator						
	Evidence Clerk Specialist						
	Housing Specialist						
	Probationary Firefighter		Hours per year 2496				
			Hourly rate \$14.6334				
	Self-Sufficiency Specialist						
	Senior Utility Service Mechanic						
15		38,355.20	18.44	49,868.00	23.98	61,380.80	29.51
	Code Compliance Inspector						
	Communications Specialist III						
	Computer & Network Support Tech						
	Crime Prevention/Community Involvement Specialist						
	Deputy Sheriff I						
	Deputy Zoning Administrator						
	Detention Specialist II						
	GIS Technician						
	Licensed Practical Nurse						
	Planner I						
	Prevention Case Manager						
	Senior Laboratory Technician						
	Shop Foreman						
	System Project Manager						
	Transit Supervisor						
	Victim Witness Assistant Director						
	W/WTP Operator III						
16		40,268.80	19.36	52,353.60	25.17	64,438.40	30.98
	Accountant						
	Administrative Assistant II						
	Assistant Facility Manager						
	Benefit Programs - Fraud Investigator						
	Chief Deputy Treasurer						
	Code Compliance Inspector						
	CRO/Community Outreach Coordinator						
	Deputy Sheriff II						
	EMS Billing Manager						
	Facilities Coordinator						
	Firefighter/EMT		Hours per year 2496				
			Hourly rate \$16.1334				
	Human Resources Analyst						
	Paralegal						
	Parks Administrative Coordinator						
	Parks Maintenance Coordinator						
	Parks Projects Coordinator						
	Police Officer I						
	Recreation Coordinator - Aquatics Services						
	Recreation Coordinator - Special Events						
	Recreation Coordinator - Sports & Athletics Services						
	Recreation Coordinator - Youth Services						
17		42,286.40	20.33	54,974.40	26.43	67,662.40	32.53

City of Winchester  
Position Title/Grade Listing  
July 1, 2014

<u>Grade</u>	<u>Position Title</u>	<u>Minimum</u>		<u>Mid</u>		<u>Maximum</u>	
	Administrative Services Manager						
	Assessment Analyst						
	Benefit Programs Supervisor						
	Chief Environmental Program Coordinator						
	Deputy Sheriff III						
	Engineering Inspector						
	Family Services Specialist I						
	Industrial Electrician						
	Laboratory Supervisor						
	Lead Communications Specialist						
	Planner II						
	Police Officer II						
	Senior Codes Compliance Inspector						
	Senior Detention Specialist						
	Tax Field Auditor						
	Utilization Management Coordinator						
	WWTP Lead Operator						
18		44,408.00	21.35	57,720.00	27.75	71,032.00	34.15
	Automotive Service Supervisor						
	CSA Coordinator						
	Detective I						
	Detention Specialist Supervisor						
	Family Services Specialist II						
	Firefighter Technician						
		Hours per year 2496 Hourly rate \$17.7917					
	Marketing Coordinator/PIO/FOIA						
	Police Officer III						
	Refuse/Recycling Coordinator						
	Purchasing/Risk Manager						
	WWTP Chief Operator						
19		46,633.60	22.42	60,611.20	29.14	74,588.80	35.86
	Assistant Commonwealth Attorney I						
	Assistant Fire Marshal						
	Communications Operations Supervisor						
	Deputy Building Official						
	Detective II						
	Economic Development Program Coordinator						
	Engineer I						
	Master Police Officer						
	Senior Paralegal/Office Administrator						
	Senior Human Resources Analyst						
	Senior Planner						
	Sheriff Sergeant						
	Traffic Division Supervisor						
20		48,942.40	23.53	63,637.60	30.60	78,332.80	37.66
	Facility Manager						
	Family Services Specialist III						
	GIS Coordinator						
	Maintenance Supervisor						

City of Winchester  
Position Title/Grade Listing  
July 1, 2014

<u>Grade</u>	<u>Position Title</u>	<u>Minimum</u>		<u>Mid</u>		<u>Maximum</u>	
	Police Sergeant Real Estate Administrator Superintendent of Parks Victim Witness Director						
21	Assistant Commonwealth Attorney II Chief Accountant Director of Emergency Communications Director of Emergency Communications Family Services Specialist IV Fire & Rescue Lieutenant Network/System Administrator Police Lieutenant	51,396.80	24.71	66,809.60	32.12	82,222.40	39.53
22	Building Official Senior Computer Programmer Senior Network Engineer Family Services Supervisor Transit Director Webmaster	53,955.20	25.94	70,148.00	33.73	86,340.80	41.51
23	Assistant Commonwealth Attorney III Assistant Human Resources Director Assistant Parks & Recreation Director Fire & Rescue Battalion Chief Fire Marshall Juvenile Detention Center Assistant Superintendent Operations Superintendent Police Captain Family Services Manager	56,659.20	27.24	73,663.20	35.42	90,667.20	43.59
24	Assistant Finance Director Assistant Social Services Director Executive Director Winchester Parking Authority Executive Director WFCCVB Downtown Manager	59,508.80	28.61	77,365.60	37.20	95,222.40	45.78
25	Assistant City Attorney City Engineer Deputy Commonwealth Attorney Fire & Rescue Deputy Chief Police Major	62,462.40	30.03	81,213.60	39.05	99,964.80	48.06
26		65,603.20	31.54	85,280.00	41.00	104,956.80	50.46

**City of Winchester**  
**Position Title/Grade Listing**  
**July 1, 2014**

<b><u>Grade</u></b>	<b><u>Position Title</u></b>	<b><u>Minimum</u></b>		<b><u>Mid</u></b>		<b><u>Maximum</u></b>	
27	Assistant Public Services Director Juvenile Detention Center Superintendent Parks & Recreation Director Planning Director Public Works Director	68,889.60	33.12	89,544.00	43.05	110,198.40	52.98
28	Human Resources Director Information Technology Director Director of Zoning & Inspections	72,321.60	34.77	94,026.40	45.21	115,731.20	55.64
29	Finance Director Fire & Rescue Chief Economic Redevelopment Director Police Chief Public Services Director Social Services Director	75,940.80	36.51	98,716.80	47.46	121,492.80	58.41
30	Assistant City Manager	79,747.20	38.34	103,667.20	49.84	127,587.20	61.34
31		83,720.00	40.25	108,836.00	52.33	133,952.00	64.40
32		87,921.60	42.27	114,296.00	54.95	140,670.40	67.63
33		92,310.40	44.38	120,005.60	57.70	147,700.80	71.01
34		96,928.00	46.60	127,046.40	61.08	157,164.80	75.56
35		101,753.60	48.92	132,298.40	63.61	162,843.20	78.29

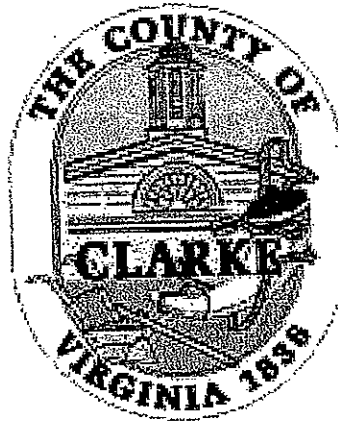
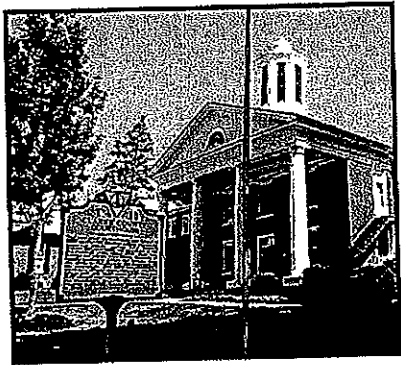
**Town of Woodstock, Virginia**  
**Sorted by Department then Grade; Showing Title and Range Schematic**

Department	Division	Title	FLSA	Grade	Proposed Range		
					Min	Mid	Max
Administration	N/A	Assistant Town Manager of Operations	E	21	66,592.57	84,905.53	103,218.48
Administration	N/A	Assistant Town Manager of Administration	E	21	66,592.57	84,905.53	103,218.48
Finance	N/A	Accounting Clerk		4	29,054.12	37,044.00	45,033.88
Finance	N/A	Deputy Treasurer		4	29,054.12	37,044.00	45,033.88
Finance	N/A	Treasurer	E	16	52,177.02	66,525.70	80,874.38
Finance	N/A	Director, Finance	E	20	63,421.50	80,862.41	98,303.32
Human Resources	N/A	Administrative Assistant		4	29,054.12	37,044.00	45,033.88
Planning and Community Development	N/A	Enhancement Coordinator		12	42,926.16	54,730.86	66,535.55
Police	N/A	Police Officer		8	35,315.46	45,027.21	54,738.97
Police	N/A	Senior Police Officer		9	37,081.23	47,278.57	57,475.91
Police	N/A	Police Sergeant		11	40,882.06	52,124.63	63,367.19
Police	N/A	Master Police Officer		11	40,882.06	52,124.63	63,367.19
Police	N/A	Police Investigator		12	42,926.16	54,730.86	66,535.55
Police	N/A	Police Lieutenant	E	15	49,692.40	63,357.81	77,023.22
Police	N/A	Chief of Police	E	19	60,401.42	77,011.82	93,622.21
Public Works	Streets	Street Maintenance Technician		3	27,670.59	35,280.00	42,889.41
Public Works	Water & Sewer	Equipment Operator		3	27,670.59	35,280.00	42,889.41
Public Works	Water & Sewer	Meter Reader		4	29,054.12	37,044.00	45,033.88
Public Works	N/A	Utility Maintenance Technician		4	29,054.12	37,044.00	45,033.88
Public Works	Water & Sewer	Water and Sewer Maintenance Technician		5	30,506.82	38,896.20	47,285.58
Public Works	Wastewater Plant	Wastewater Plant Operator Trainee		6	32,032.16	40,841.01	49,649.86
Public Works	Streets	Crew Leader, Streets		7	33,633.77	42,883.06	52,132.35
Public Works	Water & Sewer	Crew Leader, Water and Sewer		7	33,633.77	42,883.06	52,132.35
Public Works	Streets	Crew Leader, Parks		7	33,633.77	42,883.06	52,132.35
Public Works	Water Plant	Water Plant Operator		9	37,081.23	47,278.57	57,475.91
Public Works	Wastewater Plant	Wastewater Plant Operator		9	37,081.23	47,278.57	57,475.91
Public Works	Wastewater Plant	Instrumentation Technician		9	37,081.23	47,278.57	57,475.91
Public Works	Water Plant	Water Plant, Assistant Chief Operator		11	40,882.06	52,124.63	63,367.19
Public Works	Wastewater Plant	Wastewater Plant, Assistant Chief Operator		11	40,882.06	52,124.63	63,367.19
Public Works	Streets	Public Works Street Supervisor	E	13	45,072.47	57,467.40	69,862.33
Public Works	Water Plant	Water Plant, Chief Operator	E	14	47,326.10	60,340.77	73,355.45
Public Works	Wastewater Plant	Wastewater Plant, Chief Operator	E	14	47,326.10	60,340.77	73,355.45
Public Works	Superintendent's Office	Deputy Public Works Superintendent	E	16	52,177.02	66,525.70	80,874.38
Public Works	Superintendent's Office	Public Works Superintendent	E	19	60,401.42	77,011.82	93,622.21

VTP

v/h.

Appendix E



## Compensation Study

Clarke County, Virginia

July 2014

Police Chief places a time period of eighteen (18) months to adequately recruit and train a new Police Officer. All employees receive significant on-the-job training that diverts the attention of other employees away from their regular duties to assist in training. Organizational effectiveness may also be compromised as employees train new employees and as those new employees endeavor to become proficient in their job. While these costs are not necessarily visible in expense reports, they will show up in performance data in the form of reduced service outcomes.

As the County continues to experience change, it will also be important to offer competitive salaries to attract the best staff possible to serve the current and future citizens of Clarke County. Competition for a wide range of professions in the local government marketplace becomes more intense each year as the business community continues to attract workers to higher paying jobs in the private sector, local government curriculums are decreased at the college level, benefit levels drop for local government employees and other competing organizations continually increase their salaries to remain competitive and to meet demands for service in their communities.

The periodic and independent review of compensation levels, which comes with a comprehensive compensation update, also enables an organization to account for changes in the use of technology, changes in work processes, tools and equipment, and other factors that can affect job responsibilities. In today's fast-paced world of technological change, this is especially important as almost every governmental process is affected by advancements in technology and, as this occurs, employee's skills, knowledge and abilities, as well as their proficiency in the use of required tools and equipment, changes. Changes in job requirements sometimes results in a new pay grade assignment. In order to properly maintain the compensation system, an ongoing process is needed to review job responsibilities and job class assignment to pay grades to ensure jobs are properly compensated.

The following study documents the comprehensive review and evaluation of the County's existing compensation system and the methodology used to develop more competitive compensation levels. Since the County has attempted to maintain the classification and compensation program, several of the County's existing class descriptions were tested and analyzed utilizing Springsted's Systematic Analysis and Factor Evaluation (SAFE®) system to ensure internal equity was maintained within and throughout the system. The SAFE® system provides a consistent and objective approach to evaluating jobs by applying standard criteria to the training and experience needed to perform the job, the level of complexity of the work performed, working conditions, the impact of end results and the consequences of errors.

A compensation and benefits survey was developed and comprehensive wage data was collected from comparable regional employers. The results of the job evaluation and the salary survey data were used to create a salary curve that served as the foundation for creating a revised compensation program.



## 4. Findings and Recommendations

A compensation system is made up of four major components: a series of class descriptions, a pay scale, an assignment of classes to pay grades using an unbiased and logical system of evaluation, and associated fringe benefits. Comments and recommendations on each of these components as they relate to this update are presented below.

### A. Evaluation of the Current Compensation Program

Discussions with County personnel and review of compensation data indicate that employees of Clarke County are under-compensated in relation to other comparable regional organizations. Other findings discussed earlier in the study indicate a wage problem demonstrated by:

- Concerns about future employee turnover and difficulty in hiring and retaining quality staff as vacancies occur due to relatively low salaries and an improving job market
- Some employees believe compression of County salaries has occurred due to economic conditions and lack of a clear system for employee advancement within grade
- A need to update classification descriptions for some positions to ensure consistency throughout the organization

### B. Pay Philosophy

A pay philosophy guides the design of a pay plan and answers key questions regarding pay strategy. It generally takes a comprehensive, long-term focus and explains the compensation program's goals and how the program supports the employer's long-range strategic goals. Without a pay philosophy, compensation decisions tend to be viewed from a short-term standpoint apart from the organization's overall goals. In review of the County's pay philosophy, we find the County's efforts to be ahead of those in many communities.

It is recognized by the County that market competitiveness and internal equity are among the most important areas addressed in a pay philosophy. The County's desired market position involves defining the market and identifying where the organization wants to be positioned within that market. Clarke County has chosen to be market competitive and is balanced in its approach to pay to attract new employees and to retain skilled employees (in other words, eliminating higher pay as the reason employees leave the organization) with the organization's financial resources. The County also recognizes internal equity as an issue that expresses an organization's desire to provide comparable pay to job classes with comparable duties and responsibilities. This study also addresses those issues.

In consultation with the County's management team, the Springsted team updated the compensation program to maintain market competitiveness as reflected in the minimum implementation option.

**Option 2 – 2% Salary Increase.** In this option, all employee salaries are brought to the minimum of the proposed pay grade or given a 2% increase, whichever is greater. The estimated annual cost of this option is \$169,937. This is equal to 4.03% of the County's \$4.2 million annual payroll for employees. Implementation of this option will increase market comparability for the County and begin to address the issue of wage compression.

Option 2 - Min or 2%

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	93	\$ 4,218,247.53	\$ 4,388,185.10	\$ 169,937.57	4.03%
Employee Below Min	31	\$ 1,044,010.22	\$ 1,150,463.04	\$ 106,452.82	10.20%
Employee Within Range	62	\$ 3,174,237.31	\$ 3,237,722.06	\$ 63,484.75	2.00%
Employee Above Max	0	\$ -	\$ -	\$ -	

**Option 3 – Years of Service.** Individual employee salaries were also placed within the proposed pay grade based on the number of years of service times a rate of 0.5% per year of service reflecting a more accurate picture of market based increases for the employee and the experience they have gained with the County. The estimated cost of providing a .5% increase for each year of service in the employee's current position for those employees that fell within the new pay grade is \$213,120 and \$139,905 for those employees that fell below the minimum of the new grade for a total implementation cost of \$353,026, which is equivalent to 8.37% of the County's \$4.2 million annual payroll.

Option 3 - Min +.5%/YOS

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	93	\$ 4,218,247.53	\$ 4,571,273.96	\$ 353,026.43	8.37%
Employee Below Min	31	\$ 1,044,010.22	\$ 1,183,915.74	\$ 139,905.52	13.40%
Employee Within Range	62	\$ 3,174,237.31	\$ 3,387,358.22	\$ 213,120.91	6.71%
Employee Above Max	0	\$ -	\$ -	\$ -	

### Ongoing Administration

After initial implementation is achieved, the County should develop administrative procedures that provide for annual market analyses and salary adjustments based on market and economic conditions, the County's ability to pay and adjustments that recognize individual performance. It should be recognized that as the market shifts, employee's base salaries should shift with adjustments in the County's compensation schedule to maintain market competitiveness. In addition, employees demonstrating higher levels of performance should be recognized and advanced through the salary range on an appropriate and consistent basis. Increases in compensation are typically provided by the means that follow:

**Base adjustments.** In Fiscal Year 2014-2015, and subsequent years it will be necessary for the County to adjust the salary schedule and grades based on market adjustments and other factors such as recruitment. The County can establish a guideline for determining annual base adjustments. For example, the County could base its adjustment on the Consumer Price Index (CPI). The County could also contact comparable jurisdictions to find out what percentage adjustment they are making to their pay scales as a second level of verification of the pay range adjustment. This would also ensure that the County maintains marketability among comparable regional organizations.

If the CPI for example, is 2.5, a 2.5% increase would be applied to the wage rates of each pay grade. In addition, all employees with performance that meets or exceeds job expectations would receive the 2.5% increase applied to their base salary.

**Performance adjustments.** In today's highly visible world of public employment, citizens expect employees to be evaluated annually and rewarded upon their performance in the work place, as opposed to given standard 'step' or across the board increases on an annual basis. An employees' progression through their assigned pay grade should be based on their individual performance evaluated on an annual basis. Supervisors can recognize an employee's contribution to department and organizational goals through performance adjustments. With the ability to recommend performance adjustments, supervisors will have an important role in linking pay and performance.

When compensation is based on performance, employees look for assurance that managers will objectively evaluate performance and not inflate ratings in order to obtain a higher salary for particular employees. Generally, such systems provide for a review by the Human Resource's Office to provide a mechanism that assists managers in applying performance standards consistently for all employees.

When pay is based on performance, the evaluation system often provides for reviews at six (6) or twelve (12) month intervals, so employees know how supervisors view their performance and have the opportunity to improve performance and their prospect for a pay increase.

### **Review of Fringe Benefits and Other Policies**

Fringe benefits are an important component of the total compensation package provided by employers both in the public and private sector. Clarke County recognizes that fringe benefits also provide the organization with an opportunity to be competitive in the market place and that a well-rounded program is important in retaining that competitiveness. The various organizations that responded to the salary survey also provided information about their fringe benefit programs. Several observations can be made based on a review of the survey data.

Benefit findings include:

- Holiday leave varies from 8 to 13 days per year with an average of 11 days of paid holiday leave. Clarke provides employees with 12 days of paid holiday leave, which is slightly higher than the survey average.
- When holidays fall on regular days off, 6 respondents indicated that they provide employees with either the Friday before the holiday off or the Monday after the holiday. Clarke follows the Commonwealth's policy for holiday leave, which is consistent with survey results.
- When employees are required to work on an official holiday observed by the organization, the majority of respondents indicate that they provide the employee with time and a half pay. Clarke compensates employees with time and a half pay for any hours in excess of 40 in a week and is consistent with survey respondents in this practice.

- Annual leave offered by Clarke is slightly below the averages as compared to the survey respondents if you combine the respondents' average vacation and sick leave since Clarke County utilizes a PTO system to calculate leave and nine (9) respondents are using a vacation and sick leave system. Our analysis indicates that the County provides an average of 18 days for years of service from 6 months to 9 years and 24 days for 10 years to 20+ years of service.
- Annual leave that can be carried over from year to year by employees was also an important question raised in the benefits section of the survey. Respondents indicated that an average of 27 days of annual leave could be carried from year to year. Employees of Clarke are allowed to carry over 60 days for the first 10 years of service and 90 days after 10 years of service, which is above the average when comparing only vacation leave.
- The average maximum accumulation of annual leave is 35 days for Clarke County. Employees of Clarke County are allowed to carry over the same amount of time that can be carried into the next year, which is above the survey average. Seven (7) respondents indicated that they do not provide compensation for annual leave lost after exceeding the maximum accrual and Clarke is consistent with the survey in this practice.
- Sick leave days earned per year among survey respondents averaged 11 days earned per year. The County currently uses a PTO system that allows employees to earn more time that can be used for vacation or illness. This system is extremely different than those of other survey respondents.
- The number of sick leave days that can be carried over from year to year by employees was surveyed. Seven (7) respondents indicated that an unlimited number of days of sick leave time that the employee has accumulated could be carried over on an annual basis. Employees of Clarke County are allowed to carry over 60 days for the first 10 years of service and 90 days after 10 years of service of their accrued paid time off, which is below the survey average when comparing only sick leave. The average maximum accumulation of sick leave is also unlimited. Clarke allows employees to accumulate the same maximum that can be carried over into the next year, which is below the survey average.
- Seven (7) of the responding organizations indicated that they currently pay out all, or a portion, of an employees' sick leave at the employees' termination, voluntary separation or retirement. The County does not pay employees for leave at termination, voluntary separation or retirement, which is inconsistent with the survey average.
- On average, respondents indicated that employees might use their sick leave for medical appointments, dental appointments and for caring for a family member who is ill. The County also allows leave to be used for these purposes and is consistent with the survey average in this practice.
- Five (5) of the respondents have provisions for establishment and use a sick leave bank. The County currently does not provide a sick leave bank for employee utilization since they are utilizing a PTO system, which is slightly below the survey average.

- Eight (8) of the organizations responding to the survey provide employees with a retirement plan other than social security and provide this benefit through the Virginia state-sponsored system. The County provides employees with the State's retirement plan and contributions vary because they are dependent on the State setting those amounts. It is important to note that the contributions are based upon actuarial assigned rates of contribution and those rates are established by the plan sponsor. Eight (8) of the organizations also provide a death benefit as a portion of the program and Clarke County is consistent with the survey respondents in this practice.
- Nine of the municipalities responded that they offer life insurance to employees and contribute an average of 88% towards the cost of coverage for employees. The County also offers life insurance to employees and contributes 1.19% towards the cost of coverage, which is below the survey average for the amount of contribution, but consistent with respondents in providing this benefit.
- Six (6) organizations provide accidental death and dismemberment insurance with 5 organizations offering a double indemnity plan and pay an average of 40% of the cost of coverage. Clarke County does not offer this benefit which is below the survey average.
- Six (6) organizations offer short-term disability insurance and typically do not contribute to the cost of coverage. The County is below the survey respondents in not providing this benefit. Four (4) organizations offer long-term disability insurance and cover 50% of the cost on average. Clarke County does provide this benefit, but does not contribute towards the cost. The County is consistent in offering this benefit, but is below the survey average for the amount of contribution.
- All of the responding organizations offer medical insurance to their eligible employees. The County also provides medical insurance to their eligible employees, which is consistent with the survey average. The average monthly cost for medical insurance provided by survey respondents for an employee only is \$484.10, \$915.62 for the employee and their spouse, \$823.77 for the employee and one child, and \$1,307.41 for family coverage. For all levels of coverage, the County pays above the average monthly cost for insurance for the three plans that the County offers to employees.
- On average from those responding to the survey, the employer pays 95% of the cost of employee coverage and 61% of the cost for employee and spouse, 67% for employee and one child, and 60% for family coverage. Clarke County is below the average of employer contributions for all levels of medical insurance coverage for all three (3) plans except for individual coverage on the TLC High Deductible plan.
- Seven (7) of the responding organizations offer medical insurance to their retirees. Five (5) respondents require an average of 17 years of years of service in order to be eligible to receive this benefit and pay an average of 38% toward the cost of premiums for their retirees. Clarke County currently offers medical insurance to retirees and requires 10 years of service, but does not pay anything towards the cost of the premium. The County is consistent with this practice, while require less years of service and contributing less towards the costs than the respondents.

# Clarke County, Virginia Pay Scale

Implementation Option A – including all school benchmarks

% Between Grades:	5%
Range:	60.0%
Starting midpoint:	29,500

Grade	Salary Range			Hourly @ 2080		
	Min	Mid	Max	Min	Mid	Max
1	22,692.31	29,500.00	36,307.69	10.91	14.18	17.46
2	23,826.92	30,975.00	38,123.08	11.46	14.89	18.33
3	25,018.27	32,523.75	40,029.23	12.03	15.64	19.24
4	26,269.18	34,149.94	42,030.69	12.63	16.42	20.21
5	27,582.64	35,857.43	44,132.23	13.26	17.24	21.22
6	28,961.77	37,650.31	46,338.84	13.92	18.10	22.28
7	30,409.86	39,532.82	48,655.78	14.62	19.01	23.39
8	31,930.36	41,509.46	51,088.57	15.35	19.96	24.56
9	33,526.87	43,584.94	53,643.00	16.12	20.95	25.79
10	35,203.22	45,764.18	56,325.15	16.92	22.00	27.08
11	36,963.38	48,052.39	59,141.40	17.77	23.10	28.43
12	38,811.55	50,455.01	62,098.48	18.66	24.26	29.86
13	40,752.12	52,977.76	65,203.40	19.59	25.47	31.35
14	42,789.73	55,626.65	68,463.57	20.57	26.74	32.92
15	44,929.22	58,407.98	71,886.75	21.60	28.08	34.56
16	47,175.68	61,328.38	75,481.08	22.68	29.48	36.29
17	49,534.46	64,394.80	79,255.14	23.81	30.96	38.10
18	52,011.18	67,614.54	83,217.90	25.01	32.51	40.01
19	54,611.74	70,995.27	87,378.79	26.26	34.13	42.01
20	57,342.33	74,545.03	91,747.73	27.57	35.84	44.11
21	60,209.45	78,272.28	96,335.12	28.95	37.63	46.31
22	63,219.92	82,185.90	101,151.87	30.39	39.51	48.63
23	66,380.92	86,295.19	106,209.47	31.91	41.49	51.06
24	69,699.96	90,609.95	111,519.94	33.51	43.56	53.62
25	73,184.96	95,140.45	117,095.94	35.19	45.74	56.30
26	76,844.21	99,897.47	122,950.73	36.94	48.03	59.11
27	80,686.42	104,892.34	129,098.27	38.79	50.43	62.07
28	84,720.74	110,136.96	135,553.18	40.73	52.95	65.17
29	88,956.78	115,643.81	142,330.84	42.77	55.60	68.43
30	93,404.62	121,426.00	149,447.38	44.91	58.38	71.85
31	98,074.85	127,497.30	156,919.75	47.15	61.30	75.44
32	102,978.59	133,872.17	164,765.74	49.51	64.36	79.21
33	108,127.52	140,565.77	173,004.03	51.98	67.58	83.18
34	113,533.89	147,594.06	181,654.23	54.58	70.96	87.33
35	119,210.59	154,973.77	190,736.94	57.31	74.51	91.70

# County of Clarke, Virginia

## Pay Scale

### Implementation Option B – without selected school benchmarks

% Between Grades:	5%
Range:	60.0%
Starting midpoint:	26,500

Grade	Salary Range			Hourly @ 2080		
	Min	Mid	Max	Min	Mid	Max
1	20,384.62	26,500.00	32,615.38	9.80	12.74	15.68
2	21,403.85	27,825.00	34,246.15	10.29	13.38	16.46
3	22,474.04	29,216.25	35,958.46	10.80	14.05	17.29
4	23,597.74	30,677.06	37,756.38	11.35	14.75	18.15
5	24,777.63	32,210.92	39,644.20	11.91	15.49	19.06
6	26,016.51	33,821.46	41,626.41	12.51	16.26	20.01
7	27,317.33	35,512.53	43,707.73	13.13	17.07	21.01
8	28,683.20	37,288.16	45,893.12	13.79	17.93	22.06
9	30,117.36	39,152.57	48,187.78	14.48	18.82	23.17
10	31,623.23	41,110.20	50,597.17	15.20	19.76	24.33
11	33,204.39	43,165.71	53,127.02	15.96	20.75	25.54
12	34,864.61	45,323.99	55,783.38	16.76	21.79	26.82
13	36,607.84	47,590.19	58,572.54	17.60	22.88	28.16
14	38,438.23	49,969.70	61,501.17	18.48	24.02	29.57
15	40,360.14	52,468.19	64,576.23	19.40	25.23	31.05
16	42,378.15	55,091.60	67,805.04	20.37	26.49	32.60
17	44,497.06	57,846.18	71,195.29	21.39	27.81	34.23
18	46,721.91	60,738.49	74,755.06	22.46	29.20	35.94
19	49,058.01	63,775.41	78,492.81	23.59	30.66	37.74
20	51,510.91	66,964.18	82,417.45	24.76	32.19	39.62
21	54,086.45	70,312.39	86,538.33	26.00	33.80	41.60
22	56,790.78	73,828.01	90,865.24	27.30	35.49	43.69
23	59,630.31	77,519.41	95,408.50	28.67	37.27	45.87
24	62,611.83	81,395.38	100,178.93	30.10	39.13	48.16
25	65,742.42	85,465.15	105,187.88	31.61	41.09	50.57
26	69,029.54	89,738.41	110,447.27	33.19	43.14	53.10
27	72,481.02	94,225.33	115,969.63	34.85	45.30	55.75
28	76,105.07	98,936.59	121,768.11	36.59	47.57	58.54
29	79,910.32	103,883.42	127,856.52	38.42	49.94	61.47
30	83,905.84	109,077.59	134,249.35	40.34	52.44	64.54
31	88,101.13	114,531.47	140,961.81	42.36	55.06	67.77
32	92,506.19	120,258.05	148,009.90	44.47	57.82	71.16
33	97,131.50	126,270.95	155,410.40	46.70	60.71	74.72
34	101,988.07	132,584.50	163,180.92	49.03	63.74	78.45
35	107,087.48	139,213.72	171,339.96	51.48	66.93	82.37

**Clarke County, Virginia**  
**Sorted by Department then Grade; Showing Title and Range Schematic**  
**Implementation Option A – including all school benchmarks**

Department	Title	Grade	Proposed Range		
			Min	Mid	Max
Administration	Central Receptionist/Administrative Assistant	8	31,930.36	41,509.46	51,088.57
Administration	Deputy Clerk to the Board of Supervisors/Executive Assistant	16	47,175.68	61,328.38	75,481.08
Administration	Director of Human Resources	23	66,380.92	86,295.19	106,209.47
Administration	Director of Economic Development	25	73,184.96	95,140.45	117,095.94
Administration	County Attorney	26	76,844.21	99,897.47	122,950.73
Administration	County Administrator	34	113,533.89	147,594.06	181,654.23
Administrative/Support	Office Assistant	6	28,961.77	37,650.31	46,338.84
Animal Shelter	Kennel Attendant I	4	26,269.18	34,149.94	42,030.69
Animal Shelter	Animal Shelter Manager	15	44,929.22	58,407.98	71,886.75
Building	Permit Technician	8	31,930.36	41,509.46	51,088.57
Building	Administrative Assistant/Permit Technician	9	33,526.87	43,584.94	53,643.00
Building	Building Inspector	14	42,789.73	55,626.65	68,463.57
Building	Building Official	20	57,342.33	74,545.03	91,747.73
Circuit Court	Deputy Circuit Court Clerk	5	27,582.64	35,857.43	44,132.23
Circuit Court	Chief Deputy Circuit Court Clerk	12	38,811.55	50,455.01	62,098.48
Circuit Court	Circuit Court Clerk	23	66,380.92	86,295.19	106,209.47
Commissioner of the Revenue	Deputy Commissioner of the Revenue I	7	30,409.86	39,532.82	48,655.78
Commissioner of the Revenue	Deputy Commissioner of the Revenue II	7	30,409.86	39,532.82	48,655.78
Commissioner of the Revenue	Deputy Commissioner of the Revenue III	11	36,963.38	48,052.39	59,141.40
Commissioner of the Revenue	Commissioner of the Revenue	23	66,380.92	86,295.19	106,209.47
Commonwealth's Attorney	Legal Assistant/Administrative Assistant	12	38,811.55	50,455.01	62,098.48
Commonwealth's Attorney	Assistant Commonwealth's Attorney	23	66,380.92	86,295.19	106,209.47
Commonwealth's Attorney	Commonwealth's Attorney	26	76,844.21	99,897.47	122,950.73
Communications	Communications Specialist	10	35,203.22	45,764.18	56,325.15
Communications	Assistant Director of E-911 Communications	14	42,789.73	55,626.65	68,463.57
Communications	Director of E-911 Communications	20	57,342.33	74,545.03	91,747.73
EMS	Firefighter/EMT - Intermediate	13	40,752.12	52,977.76	65,203.40
EMS	Emergency Medical Services Director	19	54,611.74	70,995.27	87,378.79
EMS	Director of Fire, Emergency Medical Services and Emergency Operations	27	80,686.42	104,892.34	129,098.27
Information Technology	Information Technology/Geographic Information Systems Technician	13	40,752.12	52,977.76	65,203.40
Information Technology	Information Technology/Geographic Information Systems Administrator	16	47,175.68	61,328.38	75,481.08
Information Technology	Director of Information Technology	24	69,699.96	90,609.95	111,519.94
Maintenance	Maintenance Assistant	7	30,409.86	39,532.82	48,655.78
Maintenance	Maintenance Technician I	10	35,203.22	45,764.18	56,325.15
Maintenance	Maintenance Technician II	11	36,963.38	48,052.39	59,141.40
Maintenance	Office Manager - Maintenance	16	47,175.68	61,328.38	75,481.08
Maintenance	Director of Maintenance	23	66,380.92	86,295.19	106,209.47
Parks and Recreation	Customer Service Specialist	8	31,930.36	41,509.46	51,088.57
Parks and Recreation	Administrative Support Technician	8	31,930.36	41,509.46	51,088.57
Parks and Recreation	Childcare Specialist	13	40,752.12	52,977.76	65,203.40
Parks and Recreation	Recreation Program Coordinator	14	42,789.73	55,626.65	68,463.57
Parks and Recreation	Administrative Services Manager - Parks and Recreation	14	42,789.73	55,626.65	68,463.57
Parks and Recreation	Recreation Center Manager/Facilities Superintendent	17	49,534.46	64,394.80	79,255.14
Parks and Recreation	Director of Parks and Recreation	25	73,184.96	95,140.45	117,095.94
Planning	Administrative Assistant - Planning	10	35,203.22	45,764.18	56,325.15
Planning	Zoning/Code Enforcement Officer	14	42,789.73	55,626.65	68,463.57
Planning	Biosolids Monitor	15	44,929.22	58,407.98	71,886.75
Planning	Natural Resources Planner	17	49,534.46	64,394.80	79,255.14
Planning	Zoning Administrator	17	49,534.46	64,394.80	79,255.14
Planning	Director of Planning	25	73,184.96	95,140.45	117,095.94
Registrar	General Registrar	17	49,534.46	64,394.80	79,255.14
Sheriff's Department	Administrative Assistant - Sheriff	10	35,203.22	45,764.18	56,325.15
Sheriff's Department	Deputy Sheriff	12	38,811.55	50,455.01	62,098.48
Sheriff's Department	Court Services Officer	12	38,811.55	50,455.01	62,098.48
Sheriff's Department	Deputy Sheriff/Investigator	13	40,752.12	52,977.76	65,203.40
Sheriff's Department	Court Services Sergeant	14	42,789.73	55,626.65	68,463.57
Sheriff's Department	Deputy Sheriff Sergeant	16	47,175.68	61,328.38	75,481.08
Sheriff's Department	Deputy Sheriff/Investigations Sergeant	16	47,175.68	61,328.38	75,481.08
Sheriff's Department	Chief Deputy Sheriff	24	69,699.96	90,609.95	111,519.94
Sheriff's Department	Sheriff	27	80,686.42	104,892.34	129,098.27
Social Services	Office Associate I	7	30,409.86	39,532.82	48,655.78
Social Services	Office Associate II	9	33,526.87	43,584.94	53,643.00
Social Services	Human Services Assistant II	9	33,526.87	43,584.94	53,643.00
Social Services	Administrative Program Assistant II	13	40,752.12	52,977.76	65,203.40
Social Services	Benefit Programs Specialist II	14	42,789.73	55,626.65	68,463.57
Social Services	Family Services Specialist II	16	47,175.68	61,328.38	75,481.08
Social Services	Benefit Programs Supervisor	17	49,534.46	64,394.80	79,255.14
Social Services	Administrative Services Manager - Social Services	19	54,611.74	70,995.27	87,378.79
Social Services	Director of Social Services	27	80,686.42	104,892.34	129,098.27
Treasurer	Deputy Treasurer I	7	30,409.86	39,532.82	48,655.78
Treasurer	Deputy Treasurer II	9	33,526.87	43,584.94	53,643.00
Treasurer	Deputy Treasurer III	10	35,203.22	45,764.18	56,325.15
Treasurer	Treasurer	23	66,380.92	86,295.19	106,209.47
Victim Witness	Victim/Witness Director	14	42,789.73	55,626.65	68,463.57



**Clarke County, Virginia**  
**Sorted by Grade; Showing Title and Range Schematic**  
**Implementation Option A -- including all school benchmarks**

Department	Title	Proposed Range			
		Grade	Min	Mid	Max
Animal Shelter	Kennel Attendant I	4	26,269.18	34,149.94	42,030.69
Circuit Court	Deputy Circuit Court Clerk	5	27,582.64	35,857.43	44,132.23
Administrative/Support	Office Assistant	6	28,961.77	37,650.31	46,338.84
Commissioner of the Revenue	Deputy Commissioner of the Revenue I	7	30,409.86	39,532.82	48,655.78
Commissioner of the Revenue	Deputy Commissioner of the Revenue II	7	30,409.86	39,532.82	48,655.78
Maintenance	Maintenance Assistant	7	30,409.86	39,532.82	48,655.78
Social Services	Office Associate I	7	30,409.86	39,532.82	48,655.78
Treasurer	Deputy Treasurer I	7	30,409.86	39,532.82	48,655.78
Administration	Central Receptionist/Administrative Assistant	8	31,930.36	41,509.46	51,088.57
Building	Permit Technician	8	31,930.36	41,509.46	51,088.57
Parks and Recreation	Customer Service Specialist	8	31,930.36	41,509.46	51,088.57
Parks and Recreation	Administrative Support Technician	8	31,930.36	41,509.46	51,088.57
Building	Administrative Assistant/Permit Technician	9	33,526.87	43,584.94	53,643.00
Social Services	Office Associate II	9	33,526.87	43,584.94	53,643.00
Social Services	Human Services Assistant II	9	33,526.87	43,584.94	53,643.00
Treasurer	Deputy Treasurer II	9	33,526.87	43,584.94	53,643.00
Communications	Communications Specialist	10	35,203.22	45,764.18	56,325.15
Maintenance	Maintenance Technician I	10	35,203.22	45,764.18	56,325.15
Planning	Administrative Assistant - Planning	10	35,203.22	45,764.18	56,325.15
Sheriff's Department	Administrative Assistant - Sheriff	10	35,203.22	45,764.18	56,325.15
Treasurer	Deputy Treasurer III	10	35,203.22	45,764.18	56,325.15
Commissioner of the Revenue	Deputy Commissioner of the Revenue III	11	36,963.38	48,052.39	59,141.40
Maintenance	Maintenance Technician II	11	36,963.38	48,052.39	59,141.40
Circuit Court	Chief Deputy Circuit Court Clerk	12	38,811.55	50,455.01	62,098.48
Commonwealth's Attorney	Legal Assistant/Administrative Assistant	12	38,811.55	50,455.01	62,098.48
Sheriff's Department	Deputy Sheriff	12	38,811.55	50,455.01	62,098.48
Sheriff's Department	Court Services Officer	12	38,811.55	50,455.01	62,098.48
EMS	Firefighter/EMT - Intermediate	13	40,752.12	52,977.76	65,203.40
Information Technology	Information Technology/Geographic Information Systems Technician	13	40,752.12	52,977.76	65,203.40
Parks and Recreation	Childcare Specialist	13	40,752.12	52,977.76	65,203.40
Sheriff's Department	Deputy Sheriff/Investigator	13	40,752.12	52,977.76	65,203.40
Social Services	Administrative Program Assistant II	13	40,752.12	52,977.76	65,203.40
Building	Building Inspector	14	42,789.73	55,626.65	68,463.57
Communications	Assistant Director of E-911 Communications	14	42,789.73	55,626.65	68,463.57
Parks and Recreation	Recreation Program Coordinator	14	42,789.73	55,626.65	68,463.57
Parks and Recreation	Administrative Services Manager - Parks and Recreation	14	42,789.73	55,626.65	68,463.57
Planning	Zoning/Code Enforcement Officer	14	42,789.73	55,626.65	68,463.57
Sheriff's Department	Court Services Sergeant	14	42,789.73	55,626.65	68,463.57
Social Services	Benefit Programs Specialist II	14	42,789.73	55,626.65	68,463.57
Victim Witness	Victim/Witness Director	15	44,929.22	58,407.98	71,886.75
Animal Shelter	Animal Shelter Manager	15	44,929.22	58,407.98	71,886.75
Planning	Biosolids Monitor	16	47,175.68	61,328.38	75,481.08
Administration	Deputy Clerk to the Board of Supervisors/Executive Assistant	16	47,175.68	61,328.38	75,481.08
Information Technology	Information Technology/Geographic Information Systems Administrator	16	47,175.68	61,328.38	75,481.08
Maintenance	Office Manager - Maintenance	16	47,175.68	61,328.38	75,481.08
Sheriff's Department	Deputy Sheriff Sergeant	16	47,175.68	61,328.38	75,481.08
Sheriff's Department	Deputy Sheriff/Investigations Sergeant	16	47,175.68	61,328.38	75,481.08
Social Services	Family Services Specialist II	16	47,175.68	61,328.38	75,481.08
Parks and Recreation	Recreation Center Manager/Facilities Superintendent	17	49,534.46	64,394.80	79,255.14
Planning	Natural Resources Planner	17	49,534.46	64,394.80	79,255.14
Planning	Zoning Administrator	17	49,534.46	64,394.80	79,255.14
Registrar	General Registrar	17	49,534.46	64,394.80	79,255.14
Social Services	Benefit Programs Supervisor	17	49,534.46	64,394.80	79,255.14
EMS	Emergency Medical Services Director	19	54,611.74	70,995.27	87,378.79
Social Services	Administrative Services Manager - Social Services	19	54,611.74	70,995.27	87,378.79
Building	Building Official	20	57,342.33	74,545.03	91,747.73
Communications	Director of E-911 Communications	20	57,342.33	74,545.03	91,747.73
Administration	Director of Human Resources	23	66,380.92	86,295.19	106,209.47
Circuit Court	Circuit Court Clerk	23	66,380.92	86,295.19	106,209.47
Commissioner of the Revenue	Commissioner of the Revenue	23	66,380.92	86,295.19	106,209.47
Commonwealth's Attorney	Assistant Commonwealth's Attorney	23	66,380.92	86,295.19	106,209.47
Maintenance	Director of Maintenance	23	66,380.92	86,295.19	106,209.47
Treasurer	Treasurer	23	66,380.92	86,295.19	106,209.47
Information Technology	Director of Information Technology	24	69,699.96	90,609.95	111,519.94
Sheriff's Department	Chief Deputy Sheriff	24	69,699.96	90,609.95	111,519.94
Administration	Director of Economic Development	25	73,184.96	95,140.45	117,095.94
Parks and Recreation	Director of Parks and Recreation	25	73,184.96	95,140.45	117,095.94
Planning	Director of Planning	25	73,184.96	95,140.45	117,095.94
Administration	County Attorney	26	76,844.21	99,897.47	122,950.73
Commonwealth's Attorney	Commonwealth's Attorney	26	76,844.21	99,897.47	122,950.73
EMS	Director of Fire, Emergency Medical Services and Emergency Operations	27	80,686.42	104,892.34	129,098.27
Sheriff's Department	Sheriff	27	80,686.42	104,892.34	129,098.27
Social Services	Director of Social Services	27	80,686.42	104,892.34	129,098.27
Administration	County Administrator	34	113,533.89	147,594.06	181,654.23

# Clarke County, Virginia Comparison of Major Fringe Benefits

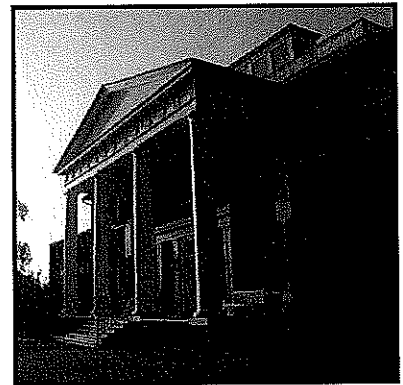
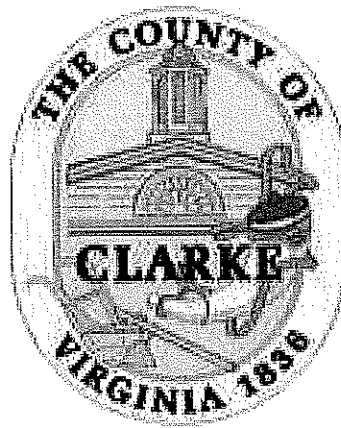
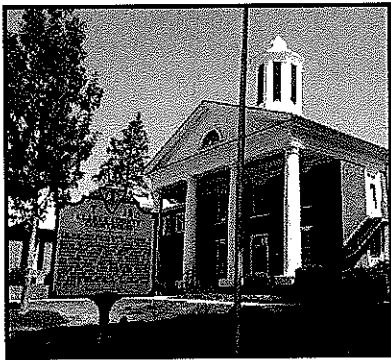
		Least Reported	Most Reported	Average Reported	Clarke County
	Multiple sets of fringe benefits?	Yes (0)	No (3)	No	No
1	a Holidays (Days/Year)	8	13	11	12
	b Floating Holidays	Yes (2)	No (6)	No	No
	c Holiday on Regular Days Off	Other (1)	Fri-Mon (6)	Fri-Mon	
	d Comp on Holidays Worked		T&½ (3)		
	Time and a ½	T&½ (3)	3	T&½ (3)	T&½
	Double Time	Dbl (2)	2		
	Double Time and a ½	DT&½ (1)	1		
	Other	Other (1)	1		
2	Annual Leave (Days/Year)				
	a Vacation/Sick or PTO	PTO (0)	Vac-Sick (9)	Vac-Sick	PTO
	b Vacation/PTO - days or hours?				
	6 months	7	13	10	18
	1 year	7	13	10	18
	2 years	7	13	10	18
	3 years	8	20	12	18
	4 years	8	20	12	18
	5 years	8	20	14	18
	6 years	10	20	15	18
	7 years	10	20	15	18
	8 years	10	20	15	18
	9 years	10	23	15	18
	10 years	10	26	17	24
	11 years	10	26	18	24
	12 years	10	26	18	24
	13 years	10	26	18	24
	14 years	10	26	18	24
	15 years	14	26	19	24
	16 years	14	26	20	24
	17 years	14	26	20	24
	18 years	14	26	20	24
	19 years	14	26	20	24
	20 years	15	26	21	24
	20+ years	15	26	22	24
	c Carried into Next Year	20	30	27	60
	d Max Accumulation	24	54	35	60
	e Comp after Max Accumulation	Yes (1)	No (7)	No	No
3	a Sick Leave (Days/Year)	8	15	11	
	b Carried into Next Year	-	Unltd (7)	Unltd	
	c Max. Accumulation	90	Unltd (6)	105	
	d Paid at Termination/Retirement	No (2)	Yes (7)	Yes	
	e Use for Medical Appointments	No (0)	Yes (9)	Yes	
	f Use for Dental Appointments	No (0)	Yes (9)	Yes	
	g Use for Family Illness	No (0)	Yes (9)	Yes	
	h Sick Leave Bank	No (4)	Yes (5)	Yes	
4	Pension and Retirement				
	a Other Than Social Security	No (0)	Yes (8)	Yes	Yes
	b State Sponsored	No (0)	Yes (8)	Yes	Yes
	c Employer Paid	5%	14%	11%	12%
	d Employee Paid	0%	5%	2%	5%
	e Death Benefit	No (0)	Yes (8)	Yes	Yes
5	Life & Disability Insurance				
	a Life Insurance	No (0)	Yes (9)	Yes	Yes
	Employer Paid	0%	100%	88%	1%
	b AD&D	No (2)	Yes (6)	Yes	No
	AD&D Double Indemnity	No (2)	Yes (5)	Yes	No
	Employer Paid	0%	100%	40%	
	c Short Term Disability	No (2)	Yes (6)	Yes	No
	Employer Paid	0%	1%	0%	
	d Long Term Disability	Yes/No (4/4)	Yes/No (4/4)		Yes
	Employer Paid	0%	100%	50%	0%

# Clarke County, Virginia Comparison of Major Fringe Benefits

		Least Reported	Most Reported	Average Reported	Clarke County
6	a	Health Insurance	No (0)	Yes (8)	Yes
		FTE required to participate?	Yes (0)	No (3)	No
	b	Different Levels	No (0)	Yes (6)	Yes
	c	100% participation required	Yes (0)	No (3)	No
	d	Not participating	Yes (1)	No (5)	No
	e	Employee Only	\$448.00	\$550.00	\$484.10
		Employer Paid	84%	100%	95%
		Employee Paid	0%	16%	8%
		Annual Deductible	\$0.00	\$500.00	\$320.00
		Standard Office Visit Co-pay	\$15.00	\$25.00	\$19.17
	f	Employee/Spouse	\$829.00	\$1,045.82	\$915.62
		Employer Paid	19%	78%	61%
		Employee Paid	22%	82%	39%
		Annual Deductible	\$0.00	\$1,000.00	\$440.00
		Standard Office Visit Co-pay	\$15.00	\$25.00	\$19.17
	g	Employee/Child	\$469.90	\$1,018.00	\$823.77
		Employer Paid	19%	80%	67%
		Employee Paid	20%	82%	33%
		Annual Deductible	\$0.00	\$1,000.00	\$440.00
		Standard Office Visit Co-pay	\$15.00	\$25.00	\$19.17
	h	Employee/Family	\$1,000.99	\$1,495.30	\$1,307.41
		Employer Paid	19%	76%	60%
		Employee Paid	24%	82%	40%
		Annual Deductible	\$0.00	\$500.00	\$250.00
		Standard Office Visit Co-pay	\$20.00	\$25.00	\$22.50
		HEALTH INSURANCE TYPE 2 -			
	i	Employee Only	\$366.00	\$366.00	\$366.00
		Employer Paid	92%	92%	92%
		Employee Paid	8%	8%	8%
		Annual Deductible	\$1,500.00	\$1,500.00	\$1,500.00
		Standard Office Visit Co-pay	\$0.00	\$0.00	\$0.00
	j	Employee/Spouse	\$677.00	\$677.00	\$677.00
		Employer Paid	88%	88%	88%
		Employee Paid	12%	12%	12%
		Annual Deductible	\$1,500.00	\$1,500.00	\$1,500.00
		Standard Office Visit Co-pay	\$0.00	\$0.00	\$0.00
	k	Employee/Child	\$677.00	\$677.00	\$677.00
		Employer Paid	88%	88%	88%
		Employee Paid	12%	12%	12%
		Annual Deductible	\$1,500.00	\$1,500.00	\$1,500.00
		Standard Office Visit Co-pay	\$0.00	\$0.00	\$0.00
	l	Employee/Family	\$988.00	\$988.00	\$988.00
		Employer Paid	69%	69%	69%
		Employee Paid	31%	31%	31%
		Annual Deductible	\$1,500.00	\$1,500.00	\$1,500.00
		Standard Office Visit Co-pay	\$0.00	\$0.00	\$0.00
	m	Supplemental program for HDP?	Yes (0)	No (3)	No
	n	Type of Program	0%	0%	0%
	o	Employer Paid	0%	0%	0%
	p	Retirees	No (1)	Yes (7)	Yes
		Years of Service Required	No (0)	Yes (5)	Yes
		Employer Paid	0%	100%	38%
	q	Dental Insurance	No (0)	Yes (8)	Yes
		Part of Health Plan	No (3)	Yes (5)	Yes
		Employee Only	\$39.90	\$39.90	\$39.90
		Employer Paid	50%	100%	91%
		Employee/Family	\$122.90	\$122.90	\$122.90
		Employer Paid	50%	100%	81%
	r	Vision Insurance	No (0)	Yes (8)	Yes
		Part of Health Plan	No (0)	Yes (8)	Yes
		Employee Only	\$ -	\$ -	\$ -
		Employer Paid	95%	100%	99%
		Employee/Family	\$ -	\$ -	\$ -
		Employer Paid	72%	100%	92%

**Clarke County, Virginia**  
**Comparison of Major Fringe Benefits**

			Least Reported	Most Reported	Average Reported	Clarke County
7	a	Deferred Compensation	No (0)	Yes (9)	Yes	Yes
	b	Available to all Employees	No (2)	Yes (6)	Yes	Yes
		Type of Plan	Roth IRA	457	457	457
	c					
	d	Employer Contribution	Yes (0)	No (8)	No	No
8		Other Benefits Program				
	a	Other Benefits	Yes/No (4/4)	Yes/No (4/4)		No
	b	Post Retirement Hlth Care Svcs	Yes (1)	No (7)	No	No
	c	Call Back Pay	Yes/No (3/3)	Yes/No (3/3)		No
	d	On Call/Stand By Pay	Yes/No (3/3)	Yes/No (3/3)		Yes
	e	Clothing Allowance	Yes (2)	No (4)	No	No



## Compensation Study

Clarke County, Virginia

July 2014

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### APPENDIX B SALARY SURVEY RESULTS

### APPENDIX C PROPOSED PAY SCALE

### APPENDIX D SCHEMATIC LIST OF CLASS ASSIGNMENTS

### APPENDIX E COMPARISON OF MAJOR FRINGE BENEFITS

### *Mission Statement*

Springsted provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.



Springsted

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www.springsted.com

**LETTER OF TRANSMITTAL**

July 7, 2014

The Honorable J. Michael Hobert, Chairman  
and Members of the Board of Supervisors  
County Administration  
101 Chalmers Court, Suite B  
Berryville, VA 22611

**Re: Compensation Study**

Dear Mr. Hobert:

Springsted Incorporated is pleased to provide the Board of Supervisors with the County's completed Compensation Update. This study provides an overview of the County's current compensation system, as it relates to specific positions, and our final report including the methodology used to update the compensation system, options for implementing the compensation update and for addressing issues related to salary compression.

The update represents a thorough and comprehensive review of all aspects of the County's compensation system as related to the positions included in the study. The recommendations offered, we believe, will increase the market competitiveness of the County's compensation program within the regional marketplace and provide increased internal equity among County positions. Implementation of these recommendations will help the County attract new employees, when necessary, and retain current employees needed to meet the County's service demands.

Springsted expresses its thanks to Clarke County staff who supplied us with data and answered numerous questions throughout the process. We particularly want to express our gratitude to Ms. Lora Walburn, Deputy Clerk to the Board/Executive Assistant, and Mr. David Ash, County Administrator, for providing direction and feedback through all the phases of the study. Springsted appreciates the privilege of serving Clarke County and hope that we may be of assistance to you in the future.

Respectfully submitted,

*John Anzivino*

John Anzivino, Senior Vice President  
Client Representative to Clarke County, Virginia

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## 1. Executive Summary

Springsted Incorporated completed a Compensation Study for Clarke County, Virginia in late April 2014. The study represents a comprehensive review of the components that affect an organization's compensation program for specific positions – a review of class (position) descriptions, current compensation structure, the County's pay philosophy, regional market competitiveness of County salaries, the internal equity of salaries paid to comparable County positions, employee benefits and ongoing maintenance and administration of the compensation system. The study considers two (2) scenarios utilizing benchmarks identified by the County and adding three additional benchmarks from the School Division (Option A includes Rappahannock County, Prince William County and the City of Manassas Park) and those identified by the County (Option B).

The County last conducted and implemented a comprehensive study in 2008 to ensure that the County's employees are paid competitively in the market place. While the County has worked hard to maintain the system, some adjustments to the system are warranted due to changing job duties and the local market.

A classification and compensation system provides the framework for determining how employees will be paid. As a general rule, most organizations conduct new and comprehensive classification and compensation studies every five to seven years ensuring their ability to hire and retain qualified employees and maintain equitable internal relationships. Because Clarke County has maintained and updated position descriptions as job responsibilities have changed, a more limited study, which considers compensation levels, is appropriate at this time. The external market focus of a compensation study is important because it ensures that the compensation plan is adequate to attract new employees and retain existing employees as the County pursues continued excellence in provision of public services. If compensation levels fall below those in the regional marketplace, the organization will experience difficulty hiring new, capable staff as vacancies occur and increased employee turnover may occur as the economy improves and employees seek jobs with other organizations that will pay the market rates for their skills and abilities. This is an important consideration in a county like Clarke, due to its location and proximity to the Washington Metropolitan area. While employee turnover has not been a significant issue in Clarke County, organizations should expect some employee turnover, but when it becomes excessive, turnover has a serious impact on the organization's overall effectiveness. Advertising costs are a significant, measurable component of turnover, and as the County moves through the selection process, the time spent by current employees covering the void left by the departing employee often diverts their attention from their day to day responsibilities creating overtime demands and often frustration on the part of the remaining employees as they attempt to meet deadlines and maintain acceptable levels of service. These are some of the hidden and non-quantifiable costs associated with turnover. There is also a substantial cost in turnover that comes with training new employees; particularly in the public safety area where state and federally mandated training becomes more intense annually, to ensure quality services are provided to the citizens and visitors of the community. According to one local community, estimates for recruiting and training costs of new Sheriff's Deputies are almost \$21,000 per new recruit, while Hagerstown's Police Chief places a time period of eighteen (18) months to adequately recruit



and train a new Police Officer. All employees receive significant on-the-job training that diverts the attention of other employees away from their regular duties to assist in training. Organizational effectiveness may also be compromised as employees train new employees and as those new employees endeavor to become proficient in their job. While these costs are not necessarily visible in expense reports, they will show up in performance data in the form of reduced service outcomes.

As the County continues to experience change, it will also be important to offer competitive salaries to attract the best staff possible to serve the current and future citizens of Clarke County. Competition for a wide range of professions in the local government marketplace becomes more intense each year as the business community continues to attract workers to higher paying jobs in the private sector, local government curriculums are decreased at the college level, benefit levels drop for local government employees and other competing organizations continually increase their salaries to remain competitive and to meet demands for service in their communities.

The periodic and independent review of compensation levels, which comes with a comprehensive compensation update, also enables an organization to account for changes in the use of technology, changes in work processes, tools and equipment, and other factors that can affect job responsibilities. In today's fast-paced world of technological change, this is especially important as almost every governmental process is affected by advancements in technology and, as this occurs, employee's skills, knowledge and abilities, as well as their proficiency in the use of required tools and equipment, changes. Changes in job requirements sometimes results in a new pay grade assignment. In order to properly maintain the compensation system, an ongoing process is needed to review job responsibilities and job class assignment to pay grades to ensure jobs are properly compensated.

The following study documents the comprehensive review and evaluation of the County's existing compensation system and the methodology used to develop more competitive compensation levels. Since the County has attempted to maintain the classification and compensation program, several of the County's existing class descriptions were tested and analyzed utilizing Springsted's Systematic Analysis and Factor Evaluation (SAFE®) system to ensure internal equity was maintained within and throughout the system. The SAFE® system provides a consistent and objective approach to evaluating jobs by applying standard criteria to the training and experience needed to perform the job, the level of complexity of the work performed, working conditions, the impact of end results and the consequences of errors.

A compensation and benefits survey was developed and comprehensive wage data was collected from comparable regional employers. The results of the job evaluation and the salary survey data were used to create a salary curve that served as the foundation for creating a revised compensation program.

The compensation program structure relied upon a review of pay philosophy concepts that included:

- Providing fair and equitable compensation to employees in a highly competitive and changing labor market
- Maintaining a competitive pay structure that takes into consideration the County's fiscal resources
- Ensuring that employee compensation is based on individual performance that meets or exceeds expectations and reflects changing economic conditions
- Providing consistent administration of pay policies and procedures among all County departments

Major findings of the study can be summarized as follows:

The salary ranges of Clarke County positions are lower than the average salary ranges paid in comparable regional organizations. Because salaries are below average market rates, the County may experience difficulty hiring and retaining employees in the future as vacancies occur and the labor market tightens. The County also has experienced turnover in a few positions that are paid at a higher rate by comparable organizations with which the County competes for employees. Based on the recommended salary schedule developed as part of this study, we found that 33% - 40% of the County's workforce are paid at a rate below the minimum salary rate of their newly assigned pay grade dependent upon the implementation option considered and benchmark positions utilized. In addition, salary compression issues exist within the County that, while not as severe as those found in other communities, should be addressed.

The study offers two recommended Fiscal Year 2014-2015 compensation plan options and recognizes an implementation schedule that would be effective on July 1, 2014, with implementation options and estimated financial impacts factored for implementation on July 1, 2014. The implementation strategy recommended ensures that all employees are paid at least at the minimum of their assigned pay grade.

## 2. Introduction

Clarke County, Virginia retained Springsted Incorporated to conduct a Compensation Study in February 2014. Completion of this update reflects a significant effort by County staff to supply policies and human resources data during a busy period of budget preparation.

The County identified major objectives for this update, which included:

- Create opportunity for management input into the process
- Compile and analyze market comparable and competitive data
- Create a transition plan after evaluating classification of positions jointly and separately
- Provide necessary tools for managing the program, going forward

A comprehensive salary survey was also conducted as part of this update with the County reviewing and approving the proposed jurisdictions to be surveyed. Survey recipients were selected based on demographics, comparable levels of services provided and geographic proximity. Fifty-one (51) benchmark positions were included in the survey of market area entities. In addition, one (1) benchmark position for the County Administrator was included in the study and will be addressed under separate cover due to the nature of the position. The twelve (12) public entities listed below, were invited to participate in the survey:

- |                          |                           |
|--------------------------|---------------------------|
| 1. Fauquier County       | 8. Warren County          |
| 2. Frederick County      | 9. Clarke County Schools  |
| 3. Loudoun County        | 10. City of Winchester    |
| 4. Page County           | 11. City of Manassas Park |
| 5. Prince William County | 12. Town of Front Royal   |
| 6. Rappahannock County   |                           |
| 7. Shenandoah County     |                           |

Information from some entities was challenging to obtain. Repeated requests by Springsted staff with assistance from the County's Deputy Clerk to the Board in contacting some localities and organizations resulted in a strong representation of information being utilized from ten (10) localities. Springsted was not able to obtain limited information from the County of Loudoun and none from Clarke County Schools.

Survey respondents were asked to provide information on only those benchmark positions that they considered to be comparable to positions in their organizations. Therefore, survey respondents did not provide data for every position surveyed.

### 3. Methodology

Springsted Incorporated used the following methodology in reviewing the compensation program for Clarke.

1. In mid-February 2014, Springsted discussed the project with the County Administrator and Deputy Clerk to the Board, who served as project managers, to establish working relationships, review current and desired policies and practices relating to the County's existing pay practices, to update all available data on programs and materials currently in use, and to identify apparent strengths and weaknesses in existing systems. This meeting also provided an opportunity to discuss the County's goals in conducting this update.
2. The County provided copies of existing position descriptions, current payroll information and compensation policies, and a list of positions identified by title, current grade and current salary to be included in the study.
3. All administrative support employees received Position Analysis Questionnaires (PAQ's) and instruction sheets and were encouraged to participate in the study by completing the PAQ. Employees were asked to describe their job duties and responsibilities and to respond to questions on characteristics applicable to each position including information that would ensure that relevant information was available to develop new position descriptions, which would also meet the federal requirements under the Americans with Disabilities Act. Each employee's supervisor then reviewed the completed questionnaires for completeness and accuracy and provided any additional information they felt was relevant to the position.
4. The Springsted consultant team reviewed each PAQ upon receipt to develop or update class descriptions as appropriate. Preliminary class assignments were made. In some cases, the consultant recommended splitting up the administrative support positions that were previously globally classified since the positions were not performing similar duties and/or required different skills.
5. Springsted developed a comprehensive wage survey that included requests for general information on compensation policies, such as whether an open range or step system was utilized, years to maximum, number of steps, if utilized, and percentage between steps and grades. This information was requested from twelve (12) public and private agencies identified in consultation with the County to determine the market for certain benchmark positions.
6. Salary data for fifty-one (51) benchmark positions were solicited and data for forty-six (46) positions were utilized in our analysis for Implementation Option A (utilizing three (3) additional benchmarks identified in the School Division's study) and forty-seven (47) positions were utilized for Implementation Option B (using County only identified benchmarks). Information was gathered on minimum, maximum, and actual wage information for all positions surveyed.

In addition, information was gathered on benefits, bonuses, longevity and deferred compensation.

7. Utilizing the salary data supplied by comparable organizations, the County's current position descriptions, and the Systematic Analysis and Factor Evaluation system already established in the previous study, each position was evaluated. The evaluation ensured each position was assigned to the appropriate salary grade in the proposed compensation plan.
8. Guidelines for implementation and ongoing administration of the compensation program were reviewed and developed. The estimated cost of implementation was developed utilizing payroll data provided by the County with the intent being to ensure market competitiveness for the County's employees based upon the data obtained from comparable communities.

## 4. Findings and Recommendations

A compensation system is made up of four major components: a series of class descriptions, a pay scale, an assignment of classes to pay grades using an unbiased and logical system of evaluation, and associated fringe benefits. Comments and recommendations on each of these components as they relate to this update are presented below.

### A. Evaluation of the Current Compensation Program

Discussions with County personnel and review of compensation data indicate that employees of Clarke County are under-compensated in relation to other comparable regional organizations. Other findings discussed earlier in the study indicate a wage problem demonstrated by:

- Concerns about future employee turnover and difficulty in hiring and retaining quality staff as vacancies occur due to relatively low salaries and an improving job market
- Some employees believe compression of County salaries has occurred due to economic conditions and lack of a clear system for employee advancement within grade
- A need to update classification descriptions for some positions to ensure consistency throughout the organization

### B. Pay Philosophy

A pay philosophy guides the design of a pay plan and answers key questions regarding pay strategy. It generally takes a comprehensive, long-term focus and explains the compensation program's goals and how the program supports the employer's long-range strategic goals. Without a pay philosophy, compensation decisions tend to be viewed from a short-term standpoint apart from the organization's overall goals. In review of the County's pay philosophy, we find the County's efforts to be ahead of those in many communities.

It is recognized by the County that market competitiveness and internal equity are among the most important areas addressed in a pay philosophy. The County's desired market position involves defining the market and identifying where the organization wants to be positioned within that market. Clarke County has chosen to be market competitive and is balanced in its approach to pay to attract new employees and to retain skilled employees (in other words, eliminating higher pay as the reason employees leave the organization) with the organization's financial resources. The County also recognizes internal equity as an issue that expresses an organization's desire to provide comparable pay to job classes with comparable duties and responsibilities. This study also addresses those issues.

In consultation with the County's management team, the Springsted team updated the compensation program to maintain market competitiveness as reflected in the minimum implementation option.

### C. Evaluating Job Classes

The purpose of the study, as directed by the County, was to evaluate the County's level of compensation for employees. To ensure that reasonably accurate comparisons were made, current class descriptions were reviewed and were found to be mostly up to date and acceptable for the purposes of obtaining comparative information from benchmark communities. Several class descriptions were created for several new positions that had been added since the last study and several other descriptions were updated to better reflect their current duties.

The County's class descriptions were utilized to develop salary survey documents and, later in the process, to evaluate, rate, and rank jobs to establish internal class relationships.

Utilizing Springsted Incorporated's job evaluation system, each position in the County's workforce was evaluated, rated and ranked to establish preliminary class assignments. Springsted staff then reviewed each position, assigned it to one of six skill levels and evaluated the job based upon the nine job factors listed below:

- Training and Ability
- Level of Work
- Physical Demands
- Independence of Actions
- Supervision Exercised
- Experience Required
- Human Relations Skills
- Working Conditions/Hazards
- Impact on End Results

### D. Developing a Salary Schedule

The process of developing a salary schedule draws substantially from market data obtained in a compensation and benefits survey. This data is obtained by conducting a comprehensive survey of other comparable employers within the County's defined market. Respondents are asked to provide information about the structure of their pay plans and the minimum, maximum, and actual salary rates of their corresponding benchmark positions, years to maximum, number of steps (if applicable), and information on additional compensation.

**Survey Results.** A salary survey was conducted using data from ten (10) comparable public agencies in the region with limited data available from one. The survey included fifty-one (51) benchmark positions covering a full range of positions from administrative support, public safety, and maintenance positions to professional employees and department heads. Of the fifty-one (51) positions, information for forty-six (46) positions were utilized in our analysis for Implementation Option A and forty-seven (47) positions were utilized for Implementation Option B; an excellent overall response to the survey information requested. Several positions were not included as the information was either incomplete or inconsistent with the market analysis with salary data too high or too low.

A review of the salary survey information for Implementation Option A indicates that many of the positions surveyed have salary ranges which are lower than those established in comparable organizations.

Forty-six (46) positions have ranges which are below the minimum starting salary when comparing minimum wages for pay grades, forty-seven (47) positions are below the mid-point of the salary ranges and forty-seven (47) positions are below the maximum level when comparing maximum wages. On average, based on the salary survey comparisons, the County's salary ranges are 20.58% below when comparing minimum wages, 22.93% below on mid-point comparisons, and 24.33% below for maximum wage levels.

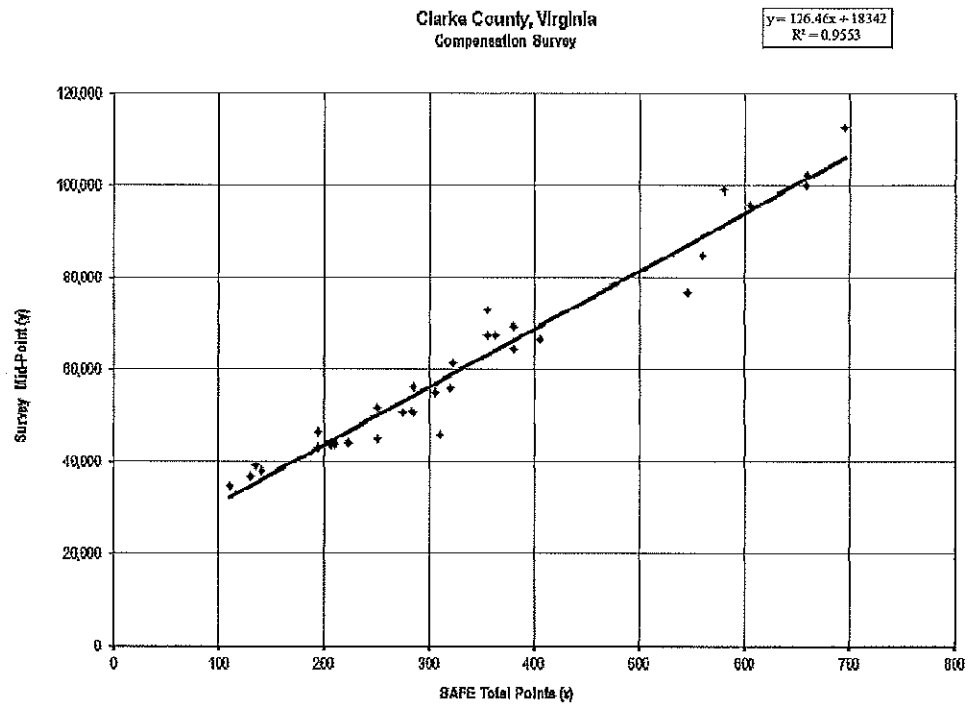
For Implementation Option B, a review of the salary survey information indicates that fewer positions are lower than the salary ranges for the surveyed organizations, but that the County is still below the market. Thirty (30) positions have ranges which are below the minimum starting salary when comparing minimum wages for pay grades, thirty-eight (38) positions are below the mid-point of the salary ranges and thirty-nine (39) positions are below the maximum level when comparing maximum wages. On average, the County's salary ranges are 9.23% below when comparing minimum wages, 10.65% below on mid-point comparisons, and 11.54% below for maximum wage levels, based on the salary survey comparisons without selected school benchmark organizations.

A general summary of survey results for both implementation options appears in Appendix B. Job titles marked with DNU were not used in developing the salary schedule because positions either did not match the position being surveyed or the data received was inconsistent or inadequate.

**Compensation Plans.** Eight (8) respondents provided information on their pay plans. On average, survey respondents indicated that the spread of the pay grades, or the difference between the minimum and the maximum of the pay grade, was 62%, with a low of 50% and a high of 83%. The distance between pay grades varied from 5% to 10%, with an average of 6%. Six (6) respondents with a defined compensation and classification system in place reported using an open range system, which provides a minimum, mid-point, and maximum level of pay for each pay grade.

**Designing the Salary Schedule.** The first step in designing a compensation plan is to create a salary curve using the salary survey data for the County's benchmark positions and the corresponding job evaluation point factors for each benchmark job. This data produced the salary curve shown in Figure 1. Any given point on the salary curve identifies where the market salary rate and the job evaluation point factors intersect.





(Figure 1)

Clarke County implemented the proposed pay plan from the previous study which is an open range system. The current plan contains thirty-five (35) pay grades that are 5% apart with a minimum to maximum spread of 50%, consistent with the market data. The County's current salary schedule from a structural standpoint is generally comparable with the other jurisdictions surveyed. In order to enable the County to remain comparable and improve competitiveness, the current pay scale was increased to market levels.

The consultant then assigned each position to the appropriate salary grade in the FY 2014-2015 salary schedule. The List of Classes and Assignment to Salary Grade is shown in Appendix D.

The recommended pay plan is the result of the analysis of the data received and obtained and reflects the market ranges of salaries as reflected by competitors in the area.

## 5. Implementing the Recommended Salary Plan

To estimate implementation costs, we used current Fiscal Year 2013-14 employee salaries supplied by the County for all departments and calculated three levels of implementation ranging from identification of those positions that fall below the required market minimum to resolving issues of concern identified such as compression of salaries within the established ranges. Each is explained in the options below. It should be noted that we are recommending grade and/or title changes for the following positions: Administrative Assistant – Sheriff, Administrative Assistant/Permit Technician, Administrative Services Manager - Parks and Recreation, Administrative Support Technician, Animal Shelter Manager, Central Receptionist/Administrative Assistant, Chief Deputy Circuit Court Clerk, Childcare Specialist, Circuit Court Clerk, Commissioner of the Revenue, Commonwealth's Attorney, Communications Specialist, Court Services Sergeant, Customer Service Specialist, Deputy Circuit Court Clerk, Deputy Clerk to the Board of Supervisors/Executive Assistant, Deputy Sheriff Sergeant, Deputy Sheriff/Investigations Sergeant, Deputy Treasurer I, Deputy Treasurer II, Director of Information Technology, Director of Maintenance, Director of Parks and Recreation, Director of Planning, Firefighter/EMT – Intermediate, Information Technology/Geographic Information Systems Administrator, Kennel Attendant I, Legal Assistant/Administrative Assistant, Maintenance Technician II, Natural Resources Planner, Office Manager – Maintenance, Sheriff, Treasurer, and Victim/Witness Director.

At the request of the County, the consultants performed further analysis extracting data from three localities (Rappahannock and Prince William Counties and the City of Manassas Park) and are providing impacts that reflect a second series of alternatives for the three options. Given the commuting patterns within the region and prior experience, it remains our opinion that all localities should be considered. While immediate impacts are lessened for the second series of alternatives, potentials may exist for decreased levels of equity for salaries should this series of alternatives be utilized. In both alternatives, it should be noted that while the County's pay grades will need to be adjusted to reflect a more competitive market position, implementation impacts vary dependent upon the data included and analyzed. Each is explained in the options below.

Consistent with staff's direction, we have estimated implementation costs using County personnel data as of April 2014, making the following assumptions:

- Recommended compensation program will be effective July 1, 2014.
- Implementation will address internal equity by making sure that no employee is paid below the minimum rate of their assigned salary grade.

All implementation options include moving employees to the minimum of the new pay scale or Option 1 as shown below.

### Implementation Option A – including all school benchmarks

**Option 1 – Minimum of the Grade.** Under this option all employee salaries were raised to the minimum of their proposed grade on the proposed pay scale. Of the County's 93 employees, 37 employees or 40% of the County's workforce are being paid below the minimum salary rate of their proposed pay grade. The annual cost of bringing each of the employees to the minimum salary rate of their pay grade is estimated to be \$170,534. This amount is equivalent to 4.04% of the County's approximate \$4.2 million annual payroll for employees. Implementing this option and bringing employee salaries up to the minimum salary rate of their proposed pay grade will address internal equity and increase market comparability for the County and is the minimum level of implementation required to ensure competitiveness of salaries.

Option 1 - Move to Min					
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	93	\$ 4,218,247.53	\$ 4,388,782.07	\$ 170,534.54	4.04%
Employee Below Min	37	\$ 1,351,287.90	\$ 1,521,822.44	\$ 170,534.54	12.62%
Employee Within Range	56	\$ 2,866,959.63	\$ 2,866,959.63	\$ -	-
Employee Above Max	0	\$ -	\$ -	\$ -	-

**Option 2 – 2% Salary Increase.** In this option, all employee salaries are brought to the minimum of the proposed pay grade or given a 2% increase, whichever is greater. To apply this strategy, we first brought all employees with salaries below their proposed minimum salary rate up to the minimum rate of the proposed pay grade. Those employees who fell naturally within the proposed pay grade were placed within the range and given a 2% increase, moving them away from the minimum level of pay unless this increase brought them above the maximum, in which case they were moved to the maximum or remained at their current salary, whichever was greater. The estimated annual cost of this option is \$229,857. This is equal to 5.45% of the County's \$4.2 million annual payroll for employees. Implementation of this option will increase market comparability for the County and begin to address the issue of wage compression.

Option 2 - Min or 2%					
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	93	\$ 4,218,247.53	\$ 4,448,105.11	\$ 229,857.58	5.45%
Employee Below Min	37	\$ 1,351,287.90	\$ 1,523,806.28	\$ 172,518.38	12.77%
Employee Within Range	56	\$ 2,866,959.63	\$ 2,924,298.82	\$ 57,339.19	2.00%
Employee Above Max	0	\$ -	\$ -	\$ -	-

**Option 3 -- Years of Service.** Individual employee salaries were also placed within the proposed pay grade based on the number of years of service times a rate of 0.5% per year of service reflecting a more accurate picture of market based increases for the employee and the experience they have gained with the County. On average, the tenure for a Clarke County employee is ten (10) years of service. For example, if an employee has been serving the County for ten (10) years, the employee would receive a 5% increase based on the ten years of service in the employee's current position (10 years x 0.5% = 5%). This option rewards employees for longevity in their current position and recognizes the value of length of service and the development of skills and abilities in regard to performing the tasks of the position. The estimated cost of providing a .5% increase for each year of service in the employee's current position for those employees that fell within the new pay grade is \$176,018 and \$240,473 for those employees that fell below the minimum of the new grade for a total implementation cost of \$416,492, which is equivalent to 9.87% of the County's \$4.2 million annual payroll. Implementation of the full plan via Option 3 would allow the County to provide salaries that meet current market conditions based upon the market survey and recognizes the value of employees experience and past salary increases thus reducing the opportunity for compression of salaries.

Option 3 - Min +.5%/YOS					
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	93	\$ 4,218,247.53	\$ 4,634,739.82	\$ 416,492.29	9.87%
Employee Below Min	37	\$ 1,351,287.90	\$ 1,591,761.52	\$ 240,473.62	17.80%
Employee Within Range	56	\$ 2,866,959.63	\$ 3,042,978.30	\$ 176,018.67	6.14%
Employee Above Max	0	\$ -	\$ -	\$ -	

### Implementation Option B – without selected school benchmarks

**Option 1 -- Minimum of the Grade.** Under this option all employee salaries were raised to the minimum of their proposed grade on the proposed pay scale. Of the County's 93 employees, 31 employees or 33.3% of the County's workforce are being paid below the minimum salary rate of their proposed pay grade. The annual cost of bringing each of the employees to the minimum salary rate of their pay grade is estimated to be \$106,266. This amount is equivalent to 2.52% of the County's approximate \$4.2 million annual payroll for employees.

Option 1 - Move to Min					
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	93	\$ 4,218,247.53	\$ 4,324,514.15	\$ 106,266.62	2.52%
Employee Below Min	31	\$ 1,044,010.22	\$ 1,150,276.84	\$ 106,266.62	10.18%
Employee Within Range	62	\$ 3,174,237.31	\$ 3,174,237.31	\$ -	
Employee Above Max	0	\$ -	\$ -	\$ -	

**Option 2 – 2% Salary Increase.** In this option, all employee salaries are brought to the minimum of the proposed pay grade or given a 2% increase, whichever is greater. The estimated annual cost of this option is \$169,937. This is equal to 4.03% of the County's \$4.2 million annual payroll for employees. Implementation of this option will increase market comparability for the County and begin to address the issue of wage compression.

Option 2 - Min or 2%					
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	93	\$ 4,218,247.53	\$ 4,388,185.10	\$ 169,937.57	4.03%
Employee Below Min	31	\$ 1,044,010.22	\$ 1,150,463.04	\$ 106,452.82	10.20%
Employee Within Range	62	\$ 3,174,237.31	\$ 3,237,722.06	\$ 63,484.75	2.00%
Employee Above Max	0	\$ -	\$ -	\$ -	

**Option 3 – Years of Service.** Individual employee salaries were also placed within the proposed pay grade based on the number of years of service times a rate of 0.5% per year of service reflecting a more accurate picture of market based increases for the employee and the experience they have gained with the County. The estimated cost of providing a .5% increase for each year of service in the employee's current position for those employees that fell within the new pay grade is \$213,120 and \$139,905 for those employees that fell below the minimum of the new grade for a total implementation cost of \$353,026, which is equivalent to 8.37% of the County's \$4.2 million annual payroll.

Option 3 - Min + .5%/YOS					
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	93	\$ 4,218,247.53	\$ 4,571,273.96	\$ 353,026.43	8.37%
Employee Below Min	31	\$ 1,044,010.22	\$ 1,183,915.74	\$ 139,905.52	13.40%
Employee Within Range	62	\$ 3,174,237.31	\$ 3,387,358.22	\$ 213,120.91	6.71%
Employee Above Max	0	\$ -	\$ -	\$ -	

### Ongoing Administration

After initial implementation is achieved, the County should develop administrative procedures that provide for annual market analyses and salary adjustments based on market and economic conditions, the County's ability to pay and adjustments that recognize individual performance. It should be recognized that as the market shifts, employee's base salaries should shift with adjustments in the County's compensation schedule to maintain market competitiveness. In addition, employees demonstrating higher levels of performance should be recognized and advanced through the salary range on an appropriate and consistent basis. Increases in compensation are typically provided by the means that follow:

**Base adjustments.** In Fiscal Year 2014-2015, and subsequent years it will be necessary for the County to adjust the salary schedule and grades based on market adjustments and other factors such as recruitment. The County can establish a guideline for determining annual base adjustments. For example, the County could base its adjustment on the Consumer Price Index (CPI). The County could also contact comparable jurisdictions to find out what percentage adjustment they are making to their pay scales as a second level of verification of the pay range adjustment. This would also ensure that the County maintains marketability among comparable regional organizations.

If the CPI for example, is 2.5, a 2.5% increase would be applied to the wage rates of each pay grade. In addition, all employees with performance that meets or exceeds job expectations would receive the 2.5% increase applied to their base salary.

**Performance adjustments.** In today's highly visible world of public employment, citizens expect employees to be evaluated annually and rewarded upon their performance in the work place, as opposed to given standard 'step' or across the board increases on an annual basis. An employees' progression through their assigned pay grade should be based on their individual performance evaluated on an annual basis. Supervisors can recognize an employee's contribution to department and organizational goals through performance adjustments. With the ability to recommend performance adjustments, supervisors will have an important role in linking pay and performance.

When compensation is based on performance, employees look for assurance that managers will objectively evaluate performance and not inflate ratings in order to obtain a higher salary for particular employees. Generally, such systems provide for a review by the Human Resource's Office to provide a mechanism that assists managers in applying performance standards consistently for all employees.

When pay is based on performance, the evaluation system often provides for reviews at six (6) or twelve (12) month intervals, so employees know how supervisors view their performance and have the opportunity to improve performance and their prospect for a pay increase.

### Review of Fringe Benefits and Other Policies

Fringe benefits are an important component of the total compensation package provided by employers both in the public and private sector. Clarke County recognizes that fringe benefits also provide the organization with an opportunity to be competitive in the market place and that a well-rounded program is important in retaining that competitiveness. The various organizations that responded to the salary survey also provided information about their fringe benefit programs. Several observations can be made based on a review of the survey data.

Benefit findings include:

- Holiday leave varies from 8 to 13 days per year with an average of 11 days of paid holiday leave. Clarke provides employees with 12 days of paid holiday leave, which is slightly higher than the survey average.
- When holidays fall on regular days off, 6 respondents indicated that they provide employees with either the Friday before the holiday off or the Monday after the holiday. Clarke follows the Commonwealth's policy for holiday leave, which is consistent with survey results.
- When employees are required to work on an official holiday observed by the organization, the majority of respondents indicate that they provide the employee with time and a half pay. Clarke compensates employees with time and a half pay for any hours in excess of 40 in a week and is consistent with survey respondents in this practice.
- Annual leave offered by Clarke is slightly below the averages as compared to the survey respondents if you combine the respondents' average vacation and sick leave since Clarke County utilizes a PTO system to calculate leave and nine (9) respondents are using a vacation and sick leave system. Our

analysis indicates that the County provides an average of 18 days for years of service from 6 months to 9 years and 24 days for 10 years to 20+ years of service.

- Annual leave that can be carried over from year to year by employees was also an important question raised in the benefits section of the survey. Respondents indicated that an average of 27 days of annual leave could be carried from year to year. Employees of Clarke are allowed to carry over 60 days for the first 10 years of service and 90 days after 10 years of service, which is above the average when comparing only vacation leave.
- The average maximum accumulation of annual leave is 35 days for Clarke County. Employees of Clarke County are allowed to carry over the same amount of time that can be carried into the next year, which is above the survey average. Seven (7) respondents indicated that they do not provide compensation for annual leave lost after exceeding the maximum accrual and Clarke is consistent with the survey in this practice.
- Sick leave days earned per year among survey respondents averaged 11 days earned per year. The County currently uses a PTO system that allows employees to earn more time that can be used for vacation or illness. This system is extremely different than those of other survey respondents.
- The number of sick leave days that can be carried over from year to year by employees was surveyed. Seven (7) respondents indicated that an unlimited number of days of sick leave time that the employee has accumulated could be carried over on an annual basis. Employees of Clarke County are allowed to carry over 60 days for the first 10 years of service and 90 days after 10 years of service of their accrued paid time off, which is below the survey average when comparing only sick leave. The average maximum accumulation of sick leave is also unlimited. Clarke allows employees to accumulate the same maximum that can be carried over into the next year, which is below the survey average.
- Seven (7) of the responding organizations indicated that they currently pay out all, or a portion, of an employees' sick leave at the employees' termination, voluntary separation or retirement. The County does not pay employees for leave at termination, voluntary separation or retirement, which is inconsistent with the survey average.
- On average, respondents indicated that employees might use their sick leave for medical appointments, dental appointments and for caring for a family member who is ill. The County also allows leave to be used for these purposes and is consistent with the survey average in this practice.
- Five (5) of the respondents have provisions for establishment and use a sick leave bank. The County currently does not provide a sick leave bank for employee utilization since they are utilizing a PTO system, which is slightly below the survey average.

- Eight (8) of the organizations responding to the survey provide employees with a retirement plan other than social security and provide this benefit through the Virginia state-sponsored system. The County provides employees with the State's retirement plan and contributions vary because they are dependent on the State setting those amounts. It is important to note that the contributions are based upon actuarial assigned rates of contribution and those rates are established by the plan sponsor. Eight (8) of the organizations also provide a death benefit as a portion of the program and Clarke County is consistent with the survey respondents in this practice.
- Nine of the municipalities responded that they offer life insurance to employees and contribute an average of 88% towards the cost of coverage for employees. The County also offers life insurance to employees and contributes 1.19% towards the cost of coverage, which is below the survey average for the amount of contribution, but consistent with respondents in providing this benefit.
- Six (6) organizations provide accidental death and dismemberment insurance with 5 organizations offering a double indemnity plan and pay an average of 40% of the cost of coverage. Clarke County does not offer this benefit which is below the survey average.
- Six (6) organizations offer short-term disability insurance and typically do not contribute to the cost of coverage. The County is below the survey respondents in not providing this benefit. Four (4) organizations offer long-term disability insurance and cover 50% of the cost on average. Clarke County does provide this benefit, but does not contribute towards the cost. The County is consistent in offering this benefit, but is below the survey average for the amount of contribution.
- All of the responding organizations offer medical insurance to their eligible employees. The County also provides medical insurance to their eligible employees, which is consistent with the survey average. The average monthly cost for medical insurance provided by survey respondents for an employee only is \$484.10, \$915.62 for the employee and their spouse, \$823.77 for the employee and one child, and \$1,307.41 for family coverage. For all levels of coverage, the County pays above the average monthly cost for insurance for the three plans that the County offers to employees.
- On average from those responding to the survey, the employer pays 95% of the cost of employee coverage and 61% of the cost for employee and spouse, 67% for employee and one child, and 60% for family coverage. Clarke County is below the average of employer contributions for all levels of medical insurance coverage for all three (3) plans except for individual coverage on the TLC High Deductible plan.
- Seven (7) of the responding organizations offer medical insurance to their retirees. Five (5) respondents require an average of 17 years of years of service in order to be eligible to receive this benefit and pay an average of 38% toward the cost of premiums for their retirees. Clarke County currently offers medical insurance to retirees and requires 10 years of service, but does not pay anything towards the cost of the premium. The County is consistent with this practice, while require less years of service and contributing less towards the costs than the respondents.
- Nine (9) responding organizations indicated that they currently provide employees with a deferred compensation plan, but do not provide a



contribution on the employees' behalf. Clarke County currently offers employees access to a deferred compensation plan and does not provide a contribution on their behalf, which is consistent with the survey average.

- Four (4) of the organizations responded that they provide other benefits to their employees including employee assistance programs, flexible spending accounts, cancer and accident insurance, AFLAC insurance, and tuition reimbursement. Clarke County does not offer any additional benefits, which is consistent with the survey.
- Seven (7) organizations do not offer a post-retirement health care savings plan. The County also does not offer this benefit and is consistent with the survey average.
- Three (3) of the organizations offer employees call back pay and on call/stand by pay. Only two (2) organizations offer a clothing allowance. The County does not provide call back pay, but does provide on call pay to Social Service employees, which is consistent with the survey average. The County does not offer a clothing allowance, which is also consistent with respondents.

A summary of the fringe benefits survey appears in Appendix E.

## Appendix A

## Glossary

**Annual Salary Adjustment** – A salary increase based on changes in a price index, such as the Consumer Price Index (CPI), designed to help salaries keep pace with market changes. Other factors may be considered in annual salary adjustments, including the anticipated increases in the salary schedules of comparable employers. The adjustments are applied to the minimum, midpoint, and maximum rate of each pay grade and to employee salaries so their position within their assigned pay grades is maintained.

**Benchmark Jobs** – A group of jobs used as reference points for making pay comparisons with other organizations.

**Class Description** – A summary of the essential duties performed within a job class and examples of the specific tasks and employee knowledge, skill and abilities required to perform the job.

**Classification** – The assignment of positions to appropriate job classes and pay grades based on the results of a job evaluation.

**Internal Equity** – Fair and consistent pay relationships among jobs or skill levels within a single organization that establishes equal or comparable pay for jobs involving comparable work and utilization of comparable skills.

**Job Class** – A grouping of jobs that is considered to be substantially similar for pay purposes.

**Job Evaluation** – A systematic procedure designed to make classification decisions by applying standard criteria to a review of all job classes.

**Line of Best Fit** – In regression analysis, the line fitted to a scatter plot of coordinates measuring pay and job evaluation factors. The line is used to develop the salary structure.

**Occupational Group** – Jobs involving work of the same nature but requiring different skill and responsibility levels.

**Pay Grade** – A level within a salary schedule into which job classes with similar job evaluation factors are placed for compensation purposes. Pay grades have a minimum rate, a midpoint rate, and a maximum rate and define what an employer is willing to pay for a particular job. The midpoint of the pay grades approximates the market salary rate which would be paid for satisfactory performance.

**Pay Philosophy** – Decisions about employee compensation that address the relative importance of internal equity, external competitiveness, employee contributions or performance, and administration of the pay system.

**Performance Evaluation** – The process of determining the extent to which a worker's assigned task outcomes meet employer performance expectations and performance standards.

**Position Analysis Questionnaire (PAQ)** – A structured job analysis technique that classifies job information based on such factors as information input, mental processes, work output, relationships with other persons, job context, and other job characteristics. The PAQ analyzes jobs in terms of worker-oriented data.

**Progression through Pay Grades** – Strategies that move employees through the pay grade by merit progression based on performance, by automatic progression through designated steps, or some combination thereof.

**Salary Survey** – The systematic process of collecting information and making judgments about the compensation paid by other comparable employers. Salary data are useful in designing pay grades and salary structures.

## Appendix B

# Clarke County, Virginia Salary Survey Results

## Implementation Option A - including all school benchmarks

Position Surveyed	Number of Respondents	Average FTEs	Weighted Avg Sal	Minimum Salary			Midpoint Salary			Maximum Salary			Client Information								
				Lowest	Highest	Weighted	Lowest	Highest	Weighted	Lowest	Highest	Weighted	Min	Diff	%	Mid	Diff	%	Max	Diff	%
Office Assistant	7	2.86	34,829.16	20,160.00	28,392.00	26,366.78	26,783.00	31,073.50	32,843.00	32,843.00	47,755.00	43,281.54	23,611.21	(2,765.57)	-11.67%	30,564.57	(4,134.59)	-13.47%	37,777.93	(5,513.61)	-14.59%
Administrative Assistant	7	1.86	44,778.54	28,268.00	35,240.00	33,987.00	34,183.50	51,268.50	42,081.00	55,337.00	66,337.00	55,689.11	28,699.57	(5,286.40)	-18.43%	37,309.45	(7,469.09)	-20.02%	45,919.32	(8,640.79)	-21.01%
Deputy Clerk to the Board of Supervisors/Executive Assistant	5	1.00	61,328.89	35,217.00	73,768.00	47,015.87	45,805.00	98,894.00	58,177.00	124,020.00	75,638.50	34,884.51	(12,130.66)	-34.77%	45,349.56	(16,977.03)	-36.23%	55,815.21	(10,465.65)	-18.92%	
Information Technology/Geographic Information Systems Tech	6	1.00	50,620.58	31,960.00	43,805.00	38,676.33	41,554.00	59,958.00	58,985.00	182,032.00	120,428.43	73,141.00	52,428.43	(65,779.94)	-8.77%	85,513.03	(10,473.43)	-12.25%	105,247.91	(15,180.52)	-14.42%
Director of Information Technology	7	1.00	95,987.38	39,734.00	94,155.00	71,546.29	48,359.50	138,094.00	58,985.00	47,755.00	48,862.82	21,416.06	(8,037.98)	-37.63%	37,309.45	(11,327.55)	-40.69%	45,919.32	(8,861.13)	-21.52%	
Deputy Treasurer I	5	8.60	39,168.43	25,057.00	29,284.00	29,484.04	32,555.00	38,073.50	40,953.00	47,755.00	55,802.00	28,699.57	(5,284.59)	-18.41%	37,309.45	(7,582.88)	-20.32%	45,919.32	(8,861.13)	-21.52%	
Deputy Treasurer III	5	5.80	44,892.30	27,631.00	36,595.00	33,964.16	35,999.00	46,273.50	44,167.00	56,952.00	75,540.46	38,460.77	(49,988.22)	-22.90%	39,666.83	(11,201.27)	-22.40%	45,919.32	(14,006.49)	-22.76%	
Real Estate Coordinator/Assessor	6	3.50	61,199.49	31,132.00	63,924.00	47,267.44	38,674.00	63,101.00	83,101.00	102,278.00	122,278.00	34,761.77	(22,468.87)	-27.79%	29,232.93	(6,239.18)	-25.62%	39,666.83	(11,008.97)	-30.60%	
DNU - 4-H Program Assistant	4	11.00	37,862.11	25,057.00	28,392.00	28,736.27	31,816.50	38,073.50	38,073.50	38,073.50	43,281.54	22,468.87	(2,765.57)	-11.67%	29,232.93	(6,239.18)	-25.62%	39,666.83	(11,008.97)	-30.60%	
Deputy Commissioner of the Revenue I	4	7.50	44,032.67	28,238.00	33,208.00	33,313.64	35,078.50	44,518.00	41,919.00	55,825.00	66,337.00	28,699.57	(4,620.07)	-16.10%	37,309.45	(6,723.23)	-18.02%	45,919.32	(8,626.39)	-19.22%	
DNU - Commissioner of the Revenue III	4	7.50	87,202.50	63,287.00	65,095.00	64,196.00	62,280.00	92,125.00	101,253.00	119,155.00	119,155.00	42,402.34	(21,793.66)	-51.40%	55,123.04	(32,079.49)	-58.20%	67,843.74	(42,365.28)	-62.45%	
DNU - General Registrar	7	1.43	47,175.52	26,285.00	45,430.00	35,551.82	34,183.50	59,958.00	62,061.00	72,688.00	85,799.22	33,223.34	(2,328.48)	-7.01%	43,190.35	(3,965.18)	-9.23%	53,157.35	(5,641.87)	-10.61%	
Legal Assistant/Administrative Assistant II	4	1.00	55,355.83	38,240.00	47,755.00	42,219.00	51,268.50	62,087.50	76,419.00	70,432.67	34,884.51	(7,394.49)	(1,065.97)	-24.27%	45,349.56	(11,065.97)	-24.27%	55,815.21	(14,617.46)	-26.19%	
VictimWitness Director	4	1.00	78,428.22	59,043.00	60,294.00	59,658.50	78,360.50	83,960.50	88,482.00	108,078.00	97,655.67	58,823.18	(2,845.31)	-5.01%	73,870.15	(5,658.09)	-7.52%	99,917.10	(16,738.57)	-17.41%	
Assistant Commonwealth's Attorney/County Attorney	5	1.20	78,428.22	59,043.00	60,294.00	59,658.50	78,360.50	83,960.50	88,482.00	108,078.00	97,655.67	58,823.18	(2,845.31)	-5.01%	73,870.15	(5,658.09)	-7.52%	99,917.10	(16,738.57)	-17.41%	
Zoning/Code Enforcement Officer	7	2.14	50,479.26	29,820.00	43,553.00	38,378.89	42,203.00	58,392.50	50,953.00	89,223.00	84,266.87	40,383.18	(10,311.52)	-25.53%	52,498.14	(14,981.65)	-28.54%	64,613.09	(18,653.78)	-30.42%	
Natural Resources Planner	4	2.00	67,480.78	37,842.00	55,220.00	50,694.70	47,009.50	71,785.00	66,177.00	89,232.00	84,266.87	40,383.18	(10,311.52)	-25.53%	52,498.14	(14,981.65)	-28.54%	64,613.09	(18,653.78)	-30.42%	
Zoning Administrator	6	1.00	102,419.62	68,705.00	89,651.00	76,213.90	72,926.40	93,009.00	87,146.00	173,355.00	128,625.33	65,779.94	(9,730.66)	-12.86%	85,513.03	(16,916.69)	-19.77%	105,247.91	(18,612.29)	-22.73%	
Director of Planning	6	1.00	45,012.74	26,933.00	45,430.00	33,999.99	42,638.00	58,392.50	62,087.50	72,688.00	85,025.48	24,791.77	(9,208.22)	-37.14%	32,228.30	(12,765.44)	-39.66%	39,666.83	(16,358.63)	-41.24%	
Permit Technician/Office Manager	5	2.50	45,071.84	26,933.00	45,430.00	33,999.99	42,638.00	58,392.50	62,087.50	72,688.00	85,025.48	24,791.77	(9,208.22)	-37.14%	32,228.30	(12,765.44)	-39.66%	39,666.83	(16,358.63)	-41.24%	
Building Inspector	4	4.00	56,071.84	33,679.00	43,553.00	42,219.00	51,268.50	62,087.50	76,419.00	73,222.00	69,616.68	34,884.51	(7,642.48)	(1,933.35)	-20.27%	78,537.61	(16,872.91)	-21.39%	97,537.61	(18,537.61)	-21.39%
Building Official	7	1.00	76,745.16	43,721.00	77,454.00	68,279.00	65,734.00	103,847.00	69,867.00	130,240.00	122,688.00	55,211.24	49,088.01	(9,163.08)	-18.73%	63,811.81	(12,933.35)	-20.27%	78,537.61	(18,537.61)	-21.39%
Administrative Services Manager	5	1.00	53,438.44	36,040.00	45,633.00	42,980.50	47,009.50	62,087.50	76,419.00	83,960.50	98,392.50	55,211.24	49,088.01	(9,163.08)	-18.73%	63,811.81	(12,933.35)	-20.27%	78,537.61	(18,537.61)	-21.39%
Recreation Program Coordinator	5	1.80	58,000.57	29,650.00	58,987.00	42,980.50	51,065.00	62,087.50	83,960.50	98,392.50	108,078.00	55,211.24	49,088.01	(9,163.08)	-18.73%	63,811.81	(12,933.35)	-20.27%	78,537.61	(18,537.61)	-21.39%
Recreation Center Manager/Facilities Superintendent	5	1.20	67,480.78	37,842.00	55,220.00	50,694.70	47,009.50	71,785.00	66,177.00	89,232.00	84,266.87	40,383.18	(10,311.52)	-25.53%	52,498.14	(14,981.65)	-28.54%	64,613.09	(18,653.78)	-30.42%	
Director of Parks and Recreation	6	1.00	100,045.12	55,909.00	80,661.00	74,366.73	68,453.00	131,508.00	125,735.00	173,355.00	125,735.00	65,779.94	(8,566.79)	-13.05%	85,513.03	(14,531.19)	-16.99%	105,247.91	(20,275.59)	-19.45%	
Animal Control Officer II	3	2.33	46,822.98	27,052.00	39,244.00	34,871.27	38,295.00	51,017.00	48,451.00	62,790.00	58,774.68	28,699.57	(6,176.32)	-21.20%	36,332.81	(8,113.48)	-22.83%	45,919.32	(12,655.36)	-28.09%	
Maintenance Technician I	6	7.83	43,846.28	27,934.00	36,153.00	33,149.25	36,308.00	48,467.00	44,578.00	60,781.00	54,433.27	27,323.93	(5,812.37)	-21.20%	36,332.81	(8,113.48)	-22.83%	45,919.32	(12,655.36)	-28.09%	
Director of Maintenance	6	2.00	84,923.62	47,989.00	65,095.00	55,125.86	62,087.50	83,960.50	98,392.50	108,078.00	119,155.00	58,823.19	1,597.33	2.99%	73,870.15	(11,053.48)	-14.96%	90,917.10	(20,514.40)	-22.59%	
Firefighter/EMT - Intermediate	6	3.67	50,840.51	32,886.00	50,148.00	38,890.34	44,791.00	62,087.50	53,502.00	84,302.00	62,790.68	34,884.51	(12,684.66)	-35.04%	45,349.56	(14,778.06)	-32.64%	55,815.21	(13,801.47)	-24.73%	
DNU - Firefighter/EMT - Intermediate Part-Time	1	1.00	85,527.92	77,498.00	77,498.00	64,540.17	103,833.50	103,833.50	103,833.50	130,208.00	108,506.67	34,884.51	(12,684.66)	-35.04%	45,349.56	(14,778.06)	-32.64%	55,815.21	(13,801.47)	-24.73%	
DNU - Director of Fire, Emergency Medical Services and EMT	2	1.00	68,453.00	55,909.00	55,909.00	55,909.00	62,087.50	83,960.50	83,960.50	98,392.50	108,078.00	58,347.81	27,323.93	(8,220.50)	-26.50%	36,332.81	(10,929.07)	-30.76%	43,732.68	(14,515.13)	-33.42%
Communications Specialist	6	3.17	48,467.00	28,238.00	45,430.00	34,675.94	35,078.50	62,087.50	58,985.00	65,030.00	62,360.33	46,748.58	6,820.48	(8,620.58)	-14.59%	70,737.16	(9,828.99)	-13.84%	74,797.73	(12,437.40)	-16.33%
DNU - Director of E-911 Communications	4	1.00	51,144.17	38,844.00	41,208.00	39,928.00	43,359.50	53,568.00	42,081.00	51,658.00	46,716.67	26,031.36	(1,670.97)	-6.43%	33,840.71	(3,118.74)	-9.22%	41,650.17	(14,566.50)	-35.96%	
Office Manager/Records Technician	3	1.00	36,959.50	24,535.00	32,285.00	27,702.33	34,183.50	49,359.50	56,505.00	62,166.00	62,166.00	42,081.00	(5,167.97)	-47.51%	37,309.45	(14,368.88)	-38.51%	45,919.32	(16,246.68)	-35.38%	
Court Services Officer	7	14.29	54,940.40	32,066.00	45,884.00	41,403.09	45,805.00	62,087.50	56,394.00	77,126.00	68,477.71	36,628.73	(7,474.36)	-13.03%	47,617.38	(7,323.05)	-15.38%	56,605.88	(9,871.73)	-16.94%	
Deputy Sheriff	6	2.00	66,578.78	43,721.00	55,016.00	50,017.53	56,794.00	73,986.00	89,8,												

# Clarke County, Virginia Salary Survey Comparison

## Implementation Option A – including all school benchmarks

Department	Title	Proposed Range				Salary Survey vs Proposed				Current vs Proposed			
		Grade	Min	Mid	Max	% Diff	Min	Mid	Max	% Diff	Min	Mid	Max
Administrative/Support	Office Assistant	6	28,961.77	37,650.31	46,338.84	9.84%	34,829.16	8.10%	43,391.54	7.04%	23,611.22	22.66%	30,694.57
	Office Associate I	7	30,409.86	39,532.82	48,655.78	10.32%	36,891.88	7.16%	46,219.32	5.27%	21,416.06	42.00%	27,840.88
Social Services	Commissioner of the Revenue	7	30,409.86	39,532.82	48,655.78	5.82%	37,862.11	4.41%	46,987.95	3.55%	22,486.87	35.23%	29,232.93
	Deputy Commissioner of the Revenue I	7	30,409.86	39,532.82	48,655.78	3.25%	39,168.43	0.93%	48,882.82	-0.47%	21,416.06	42.00%	27,840.88
Treasurer	Deputy Treasurer I	9	33,526.87	43,584.94	53,643.00	4.08%	43,136.68	1.04%	54,061.00	-0.78%	27,332.93	22.66%	35,532.81
	Office Associate II	9	33,526.87	43,584.94	53,643.00	1.81%	43,806.82	-0.31%	54,683.57	-1.94%	28,699.57	16.82%	37,309.45
Social Services	Human Services Assistant II	10	35,203.22	45,764.18	56,325.15	6.20%	43,646.29	4.85%	54,143.32	4.03%	27,332.93	22.66%	35,532.81
	Maintenance Technician I	10	35,203.22	45,764.18	56,325.15	3.59%	44,892.30	1.94%	55,800.45	0.94%	28,699.57	22.66%	37,309.45
Maintenance	Deputy Treasurer III	10	35,203.22	45,764.18	56,325.15	3.58%	44,784.54	2.20%	55,569.11	1.36%	28,699.57	22.66%	37,309.45
	Administrative Assistant - Planning	10	35,203.22	45,764.18	56,325.15	-1.38%	44,784.54	-2.74%	55,569.11	-3.59%	28,699.57	16.82%	37,309.45
Sheriff's Department	Administrative Assistant - Sheriff	10	35,203.22	45,764.18	56,325.15	-1.38%	44,784.54	-2.74%	55,569.11	-3.59%	28,699.57	16.82%	37,309.45
	Communications Specialist	10	35,203.22	45,764.18	56,325.15	10.94%	44,032.67	9.13%	54,745.71	8.03%	28,699.57	22.66%	37,309.45
Communications	Commissioner of the Revenue	11	36,963.38	48,052.39	59,141.40	-6.68%	54,940.40	-8.89%	68,477.10	-0.11%	28,699.57	35.23%	37,309.45
	Deputy Sheriff	12	38,811.55	50,455.01	62,098.48	-9.15%	51,678.33	-2.42%	62,166.00	-0.11%	28,699.57	35.23%	37,309.45
Sheriff's Department	Court Services Officer	12	38,811.55	50,455.01	62,098.48	5.37%	50,620.58	4.66%	62,564.83	4.22%	34,884.51	16.82%	45,349.86
	Information Technology/Geographic Information Systems Technician	13	40,752.12	52,977.76	65,203.40	4.79%	50,840.51	4.20%	62,790.68	3.84%	34,884.51	16.82%	45,349.86
Information Technology	Freightier/EMT - Intermediate	14	42,789.73	55,026.65	68,463.57	29.95%	43,842.12	21.34%	58,602.83	16.83%	36,628.73	16.82%	47,617.36
	Benefit Programs Specialist II	14	42,789.73	55,026.65	68,463.57	11.49%	50,429.26	10.20%	62,578.63	9.40%	34,884.51	22.66%	45,349.86
Social Services	Zoning/Code Enforcement Officer	14	42,789.73	55,026.65	68,463.57	0.21%	56,355.83	-1.31%	70,452.67	-2.89%	34,884.51	22.66%	45,349.86
	Planning	14	42,789.73	55,026.65	68,463.57	0.62%	56,071.84	-0.80%	69,616.68	-0.81%	34,884.51	22.66%	45,349.86
Victim Witness	Building Inspector	14	42,789.73	55,026.65	68,463.57	-0.45%	56,000.57	-0.67%	69,020.64	-0.81%	34,884.51	22.66%	45,349.86
	Recreation Program Coordinator	16	47,175.68	61,238.38	75,481.08	2.17%	64,359.66	-4.94%	82,547.10	-9.36%	42,402.34	11.26%	55,123.04
Parks and Recreation	Family Services Specialist II	16	47,175.68	61,238.38	75,481.08	0.34%	61,326.89	0.00%	75,638.60	-0.21%	34,884.51	35.23%	45,349.86
	Deputy Clerk to the Board of Supervisors/Executive Assistant	16	47,175.68	61,238.38	75,481.08	-6.01%	66,579.79	-8.56%	83,147.95	-10.16%	44,522.46	5.96%	57,879.20
Administration	Deputy Sheriff Sergeant	17	49,534.46	64,394.80	79,255.14	-2.34%	67,480.78	-4.79%	84,266.87	-6.32%	40,383.18	22.66%	52,498.14
	Natural Resources Planner	17	49,534.46	64,394.80	79,255.14	-3.07%	67,482.97	-4.80%	83,909.90	-5.87%	40,383.18	22.66%	52,498.14
Planning	Recreation Center Manager/Facilities Superintendent	17	49,534.46	64,394.80	79,255.14	-5.25%	69,394.50	-7.76%	86,656.00	-9.34%	42,402.34	16.82%	55,123.04
	Zoning Administrator	19	54,611.74	70,995.27	87,378.79	7.81%	73,033.73	-2.87%	95,413.25	-9.19%	40,383.18	35.23%	52,498.14
Social Services	Administrative Services Manager - Social Services	20	57,342.33	74,545.03	91,747.73	-1.63%	76,745.16	-2.95%	95,211.24	-3.78%	49,086.01	16.82%	63,811.81
	Building Official	23	66,380.92	86,295.19	106,209.47	20.42%	84,923.62	1.62%	111,431.50	-4.92%	36,823.19	16.82%	73,870.15
Maintenance	Director of Maintenance	24	69,699.96	90,609.95	111,519.94	-3.62%	99,026.75	-5.93%	120,428.43	-7.99%	65,779.94	5.96%	85,513.93
	Information Technology	24	69,699.96	90,609.95	111,519.94	-3.62%	99,026.75	-5.93%	120,428.43	-7.99%	65,779.94	5.96%	85,513.93
Sheriff's Department	Chief Deputy Sheriff	25	73,184.96	95,140.45	117,095.94	-1.61%	100,045.12	-5.16%	125,723.50	-7.37%	65,779.94	11.26%	85,513.93
	Director of Parks and Recreation	25	73,184.96	95,140.45	117,095.94	-4.14%	102,419.62	-7.65%	128,625.33	-9.85%	65,779.94	11.26%	85,513.93
Planning	Director of Planning	27	80,686.42	104,892.34	129,098.27	2.83%	112,681.80	-7.43%	146,912.50	-13.80%	69,068.94	16.82%	89,789.63
	Social Services	27	80,686.42	104,892.34	129,098.27	2.83%	112,681.80	-7.43%	146,912.50	-13.80%	69,068.94	16.82%	89,789.63

### Implementation Option B – without selected school benchmarks

Averages

# County of Clarke, Virginia Salary Survey Comparison

## Implementation Option B – without selected school benchmarks

Department	Title	Proposed Range			Salary Survey vs Proposed			Current vs Proposed		
		Min	Mid	Max	% Diff	Mid	% Diff	Min	% Diff	Max
Administrative/Support	Office Assistant	26,016.51	33,821.46	41,626.41	23.730.32	31,021.33	9.03%	23,611.21	10.19%	37,777.93
	Deputy Treasurer I	26,016.51	33,821.46	41,626.41	24.383.67	31,021.33	9.03%	23,611.21	10.19%	37,777.93
Treasurer	Commissioner of the Revenue	26,016.51	33,821.46	41,626.41	24.383.67	31,021.33	9.03%	23,611.21	10.19%	37,777.93
	Office Associate I	27,317.33	35,512.53	43,707.73	22.175.00	29,975.00	18.47%	21,416.06	15.70%	35,978.99
Social Services	Office Associate II	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Human Services Assistant II	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Social Services	Commissioner of the Revenue	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Deputy Treasurer III	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Treasurer	Commissioner of the Revenue	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Deputy Treasurer I	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Maintenance	Maintenance Technician I	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Maintenance Technician II	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Communications	Communications Specialist	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Building Inspector	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Building	Recreation Program Coordinator	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Court Services Officer	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Sheriff's Department	Benefit Programs Specialist II	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Firefighter/BMT - Intermediate	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Social Services	EMS	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Planning	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Administration	Deputy Sheriff	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Information Technology	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Information Technology	Information Technology/Geographic Information Systems Technician	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Victim/Witness Director	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Parks and Recreation	Recreation Center Manager/Facilities Superintendent	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Planning	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Social Services	Family Services Specialist II	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Deputy Sheriff Sergeant	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Sheriff's Department	Director of E-911 Communications	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Administrative Services Manager - Social Services	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Social Services	Planning	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Building	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Sheriff's Department	Chief Deputy Sheriff	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Director of Information Technology	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Information Technology	Director of Maintenance	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Maintenance	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Parks and Recreation	Director of Parks and Recreation	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	Planning	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
Social Services	Director of Social Services	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68
	County Administrator	31,623.23	41,110.20	50,597.17	22.175.00	35,335.50	16.34%	27,332.93	15.70%	43,732.68



## Appendix C

**Clarke County, Virginia**  
**Pay Scale**

**Implementation Option A – including all school benchmarks**

% Between Grades:		5%				
Range:		60.0%				
Starting midpoint:		29,500				
Grade	Salary Range			Hourly @ 2080		
	Min	Mid	Max	Min	Mid	Max
1	22,692.31	29,500.00	36,307.69	10.91	14.18	17.46
2	23,826.92	30,975.00	38,123.08	11.46	14.89	18.33
3	25,018.27	32,523.75	40,029.23	12.03	15.64	19.24
4	26,269.18	34,149.94	42,030.69	12.63	16.42	20.21
5	27,582.64	35,857.43	44,132.23	13.26	17.24	21.22
6	28,961.77	37,650.31	46,338.84	13.92	18.10	22.28
7	30,409.86	39,532.82	48,655.78	14.62	19.01	23.39
8	31,930.36	41,509.46	51,088.57	15.35	19.96	24.56
9	33,526.87	43,584.94	53,643.00	16.12	20.95	25.79
10	35,203.22	45,764.18	56,325.15	16.92	22.00	27.08
11	36,963.38	48,052.39	59,141.40	17.77	23.10	28.43
12	38,811.55	50,455.01	62,098.48	18.66	24.26	29.86
13	40,752.12	52,977.76	65,203.40	19.59	25.47	31.35
14	42,789.73	55,626.65	68,463.57	20.57	26.74	32.92
15	44,929.22	58,407.98	71,886.75	21.60	28.08	34.56
16	47,175.68	61,328.38	75,481.08	22.68	29.48	36.29
17	49,534.46	64,394.80	79,255.14	23.81	30.96	38.10
18	52,011.18	67,614.54	83,217.90	25.01	32.51	40.01
19	54,611.74	70,995.27	87,378.79	26.26	34.13	42.01
20	57,342.33	74,545.03	91,747.73	27.57	35.84	44.11
21	60,209.45	78,272.28	96,335.12	28.95	37.63	46.31
22	63,219.92	82,185.90	101,151.87	30.39	39.51	48.63
23	66,380.92	86,295.19	106,209.47	31.91	41.49	51.06
24	69,699.96	90,609.95	111,519.94	33.51	43.56	53.62
25	73,184.96	95,140.45	117,095.94	35.19	45.74	56.30
26	76,844.21	99,897.47	122,950.73	36.94	48.03	59.11
27	80,686.42	104,892.34	129,098.27	38.79	50.43	62.07
28	84,720.74	110,136.96	135,553.18	40.73	52.95	65.17
29	88,956.78	115,643.81	142,330.84	42.77	55.60	68.43
30	93,404.62	121,426.00	149,447.38	44.91	58.38	71.85
31	98,074.85	127,497.30	156,919.75	47.15	61.30	75.44
32	102,978.59	133,872.17	164,765.74	49.51	64.36	79.21
33	108,127.52	140,565.77	173,004.03	51.98	67.58	83.18
34	113,533.89	147,594.06	181,654.23	54.58	70.96	87.33
35	119,210.59	154,973.77	190,736.94	57.31	74.51	91.70

**County of Clarke, Virginia**  
**Pay Scale**

**Implementation Option B – without selected school benchmarks**

% Between Grades:		5%				
Range:		60.0%				
Starting midpoint:		26,500				
Grade	Salary Range			Hourly @ 2080		
	Min	Mid	Max	Min	Mid	Max
1	20,384.62	26,500.00	32,615.38	9.80	12.74	15.68
2	21,403.85	27,825.00	34,246.15	10.29	13.38	16.46
3	22,474.04	29,216.25	35,958.46	10.80	14.05	17.29
4	23,597.74	30,677.06	37,756.38	11.35	14.75	18.15
5	24,777.63	32,210.92	39,644.20	11.91	15.49	19.06
6	26,016.51	33,821.46	41,626.41	12.51	16.26	20.01
7	27,317.33	35,512.53	43,707.73	13.13	17.07	21.01
8	28,683.20	37,288.16	45,893.12	13.79	17.93	22.06
9	30,117.36	39,152.57	48,187.78	14.48	18.82	23.17
10	31,623.23	41,110.20	50,597.17	15.20	19.76	24.33
11	33,204.39	43,165.71	53,127.02	15.96	20.75	25.54
12	34,864.61	45,323.99	55,783.38	16.76	21.79	26.82
13	36,607.84	47,590.19	58,572.54	17.60	22.88	28.16
14	38,438.23	49,969.70	61,501.17	18.48	24.02	29.57
15	40,360.14	52,468.19	64,576.23	19.40	25.23	31.05
16	42,378.15	55,091.60	67,805.04	20.37	26.49	32.60
17	44,497.06	57,846.18	71,195.29	21.39	27.81	34.23
18	46,721.91	60,738.49	74,755.06	22.46	29.20	35.94
19	49,058.01	63,775.41	78,492.81	23.59	30.66	37.74
20	51,510.91	66,964.18	82,417.45	24.76	32.19	39.62
21	54,086.45	70,312.39	86,538.33	26.00	33.80	41.60
22	56,790.78	73,828.01	90,865.24	27.30	35.49	43.69
23	59,630.31	77,519.41	95,408.50	28.67	37.27	45.87
24	62,611.83	81,395.38	100,178.93	30.10	39.13	48.16
25	65,742.42	85,465.15	105,187.88	31.61	41.09	50.57
26	69,029.54	89,738.41	110,447.27	33.19	43.14	53.10
27	72,481.02	94,225.33	115,969.63	34.85	45.30	55.75
28	76,105.07	98,936.59	121,768.11	36.59	47.57	58.54
29	79,910.32	103,883.42	127,856.52	38.42	49.94	61.47
30	83,905.84	109,077.59	134,249.35	40.34	52.44	64.54
31	88,101.13	114,531.47	140,961.81	42.36	55.06	67.77
32	92,506.19	120,258.05	148,009.90	44.47	57.82	71.16
33	97,131.50	126,270.95	155,410.40	46.70	60.71	74.72
34	101,988.07	132,584.50	163,180.92	49.03	63.74	78.45
35	107,087.48	139,213.72	171,339.96	51.48	66.93	82.37

## Appendix D

**Clarke County, Virginia**  
**Sorted by Department then Grade; Showing Title and Range Schematic**  
**Implementation Option A – including all school benchmarks**

Department	Title	Proposed Range			
		Grade	Min	Mid	Max
Administration	Central Receptionist/Administrative Assistant	8	31,930.36	41,509.46	51,088.57
Administration	Deputy Clerk to the Board of Supervisors/Executive Assistant	16	47,175.68	61,328.38	75,481.08
Administration	Director of Human Resources	23	66,380.92	86,295.19	106,209.47
Administration	Director of Economic Development	25	73,184.96	95,140.45	117,095.94
Administration	County Attorney	26	76,844.21	99,897.47	122,950.73
Administration	County Administrator	34	113,533.89	147,594.06	181,654.23
Administrative/Support	Office Assistant	6	28,961.77	37,650.31	46,338.84
Animal Shelter	Kennel Attendant I	4	26,269.18	34,149.94	42,030.69
Animal Shelter	Animal Shelter Manager	15	44,929.22	58,407.98	71,886.75
Building	Permit Technician	8	31,930.36	41,509.46	51,088.57
Building	Administrative Assistant/Permit Technician	9	33,526.87	43,584.94	53,643.00
Building	Building Inspector	14	42,789.73	55,626.65	68,463.57
Building	Building Official	20	57,342.33	74,545.03	91,747.73
Circuit Court	Deputy Circuit Court Clerk	5	27,582.64	35,857.43	44,132.23
Circuit Court	Chief Deputy Circuit Court Clerk	12	38,811.55	50,455.01	62,098.48
Circuit Court	Circuit Court Clerk	23	66,380.92	86,295.19	106,209.47
Commissioner of the Revenue	Deputy Commissioner of the Revenue I	7	30,409.86	39,532.82	48,655.78
Commissioner of the Revenue	Deputy Commissioner of the Revenue II	7	30,409.86	39,532.82	48,655.78
Commissioner of the Revenue	Deputy Commissioner of the Revenue III	11	36,963.38	48,052.39	59,141.40
Commissioner of the Revenue	Commissioner of the Revenue	23	66,380.92	86,295.19	106,209.47
Commonwealth's Attorney	Legal Assistant/Administrative Assistant	12	38,811.55	50,455.01	62,098.48
Commonwealth's Attorney	Assistant Commonwealth's Attorney	23	66,380.92	86,295.19	106,209.47
Commonwealth's Attorney	Commonwealth's Attorney	26	76,844.21	99,897.47	122,950.73
Communications	Communications Specialist	10	35,203.22	45,764.18	56,325.15
Communications	Assistant Director of E-911 Communications	14	42,789.73	55,626.65	68,463.57
Communications	Director of E-911 Communications	20	57,342.33	74,545.03	91,747.73
EMS	Firefighter/EMT - Intermediate	13	40,752.12	52,977.76	65,203.40
EMS	Emergency Medical Services Director	19	54,611.74	70,995.27	87,378.79
EMS	Director of Fire, Emergency Medical Services and Emergency Operations	27	80,686.42	104,892.34	129,098.27
Information Technology	Information Technology/Geographic Information Systems Technician	13	40,752.12	52,977.76	65,203.40
Information Technology	Information Technology/Geographic Information Systems Administrator	16	47,175.68	61,328.38	75,481.08
Information Technology	Director of Information Technology	24	69,699.96	90,609.95	111,519.94
Maintenance	Maintenance Assistant	7	30,409.86	39,532.82	48,655.78
Maintenance	Maintenance Technician I	10	35,203.22	45,764.18	56,325.15
Maintenance	Maintenance Technician II	11	36,963.38	48,052.39	59,141.40
Maintenance	Office Manager - Maintenance	16	47,175.68	61,328.38	75,481.08
Maintenance	Director of Maintenance	23	66,380.92	86,295.19	106,209.47
Parks and Recreation	Customer Service Specialist	8	31,930.36	41,509.46	51,088.57
Parks and Recreation	Administrative Support Technician	8	31,930.36	41,509.46	51,088.57
Parks and Recreation	Childcare Specialist	13	40,752.12	52,977.76	65,203.40
Parks and Recreation	Recreation Program Coordinator	14	42,789.73	55,626.65	68,463.57
Parks and Recreation	Administrative Services Manager - Parks and Recreation	14	42,789.73	55,626.65	68,463.57
Parks and Recreation	Recreation Center Manager/Facilities Superintendent	17	49,534.46	64,394.80	79,255.14
Parks and Recreation	Director of Parks and Recreation	25	73,184.96	95,140.45	117,095.94
Planning	Administrative Assistant - Planning	10	35,203.22	45,764.18	56,325.15
Planning	Zoning/Code Enforcement Officer	14	42,789.73	55,626.65	68,463.57
Planning	Biosolids Monitor	15	44,929.22	58,407.98	71,886.75
Planning	Natural Resources Planner	17	49,534.46	64,394.80	79,255.14
Planning	Zoning Administrator	17	49,534.46	64,394.80	79,255.14
Planning	Director of Planning	25	73,184.96	95,140.45	117,095.94
Registrar	General Registrar	17	49,534.46	64,394.80	79,255.14
Sheriff's Department	Administrative Assistant - Sheriff	10	35,203.22	45,764.18	56,325.15
Sheriff's Department	Deputy Sheriff	12	38,811.55	50,455.01	62,098.48
Sheriff's Department	Court Services Officer	12	38,811.55	50,455.01	62,098.48
Sheriff's Department	Deputy Sheriff/Investigator	13	40,752.12	52,977.76	65,203.40
Sheriff's Department	Court Services Sergeant	14	42,789.73	55,626.65	68,463.57
Sheriff's Department	Deputy Sheriff Sergeant	16	47,175.68	61,328.38	75,481.08
Sheriff's Department	Deputy Sheriff/Investigations Sergeant	16	47,175.68	61,328.38	75,481.08
Sheriff's Department	Chief Deputy Sheriff	24	69,699.96	90,609.95	111,519.94
Sheriff's Department	Sheriff	27	80,686.42	104,892.34	129,098.27
Social Services	Office Associate I	7	30,409.86	39,532.82	48,655.78
Social Services	Office Associate II	9	33,526.87	43,584.94	53,643.00
Social Services	Human Services Assistant II	9	33,526.87	43,584.94	53,643.00
Social Services	Administrative Program Assistant II	13	40,752.12	52,977.76	65,203.40
Social Services	Benefit Programs Specialist II	14	42,789.73	55,626.65	68,463.57
Social Services	Family Services Specialist II	16	47,175.68	61,328.38	75,481.08
Social Services	Benefit Programs Supervisor	17	49,534.46	64,394.80	79,255.14
Social Services	Administrative Services Manager - Social Services	19	54,611.74	70,995.27	87,378.79
Social Services	Director of Social Services	27	80,686.42	104,892.34	129,098.27
Treasurer	Deputy Treasurer I	7	30,409.86	39,532.82	48,655.78
Treasurer	Deputy Treasurer II	9	33,526.87	43,584.94	53,643.00
Treasurer	Deputy Treasurer III	10	35,203.22	45,764.18	56,325.15
Treasurer	Treasurer	23	66,380.92	86,295.19	106,209.47
Victim Witness	Victim/Witness Director	14	42,789.73	55,626.65	68,463.57

**Clarke County, Virginia**  
**Sorted by Grade; Showing Title and Range Schematic**  
**Implementation Option A – including all school benchmarks**

Department	Title	Grade	Proposed Range		
			Min	Mid	Max
Animal Shelter	Kennel Attendant I	4	26,269.18	34,149.94	42,030.69
Circuit Court	Deputy Circuit Court Clerk	5	27,582.64	35,857.43	44,132.23
Administrative/Support	Office Assistant	6	28,961.77	37,650.31	46,338.84
Commissioner of the Revenue	Deputy Commissioner of the Revenue I	7	30,409.86	39,532.82	48,655.78
Commissioner of the Revenue	Deputy Commissioner of the Revenue II	7	30,409.86	39,532.82	48,655.78
Maintenance	Maintenance Assistant	7	30,409.86	39,532.82	48,655.78
Social Services	Office Associate I	7	30,409.86	39,532.82	48,655.78
Treasurer	Deputy Treasurer I	7	30,409.86	39,532.82	48,655.78
Administration	Central Receptionist/Administrative Assistant	8	31,930.36	41,509.46	51,088.57
Building	Permit Technician	8	31,930.36	41,509.46	51,088.57
Parks and Recreation	Customer Service Specialist	8	31,930.36	41,509.46	51,088.57
Parks and Recreation	Administrative Support Technician	8	31,930.36	41,509.46	51,088.57
Building	Administrative Assistant/Permit Technician	9	33,526.87	43,584.94	53,643.00
Social Services	Office Associate II	9	33,526.87	43,584.94	53,643.00
Social Services	Human Services Assistant II	9	33,526.87	43,584.94	53,643.00
Treasurer	Deputy Treasurer II	9	33,526.87	43,584.94	53,643.00
Communications	Communications Specialist	10	35,203.22	45,764.18	56,325.15
Maintenance	Maintenance Technician I	10	35,203.22	45,764.18	56,325.15
Planning	Administrative Assistant - Planning	10	35,203.22	45,764.18	56,325.15
Sheriff's Department	Administrative Assistant - Sheriff	10	35,203.22	45,764.18	56,325.15
Treasurer	Deputy Treasurer III	10	35,203.22	45,764.18	56,325.15
Commissioner of the Revenue	Deputy Commissioner of the Revenue III	11	36,963.38	48,052.39	59,141.40
Maintenance	Maintenance Technician II	11	36,963.38	48,052.39	59,141.40
Circuit Court	Chief Deputy Circuit Court Clerk	12	38,811.55	50,455.01	62,098.48
Commonwealth's Attorney	Legal Assistant/Administrative Assistant	12	38,811.55	50,455.01	62,098.48
Sheriff's Department	Deputy Sheriff	12	38,811.55	50,455.01	62,098.48
Sheriff's Department	Court Services Officer	12	38,811.55	50,455.01	62,098.48
EMS	Firefighter/EMT - Intermediate	13	40,752.12	52,977.76	65,203.40
Information Technology	Information Technology/Geographic Information Systems Technician	13	40,752.12	52,977.76	65,203.40
Parks and Recreation	Childcare Specialist	13	40,752.12	52,977.76	65,203.40
Sheriff's Department	Deputy Sheriff/Investigator	13	40,752.12	52,977.76	65,203.40
Social Services	Administrative Program Assistant II	13	40,752.12	52,977.76	65,203.40
Building	Building Inspector	14	42,789.73	55,626.65	68,463.57
Communications	Assistant Director of E-911 Communications	14	42,789.73	55,626.65	68,463.57
Parks and Recreation	Recreation Program Coordinator	14	42,789.73	55,626.65	68,463.57
Parks and Recreation	Administrative Services Manager - Parks and Recreation	14	42,789.73	55,626.65	68,463.57
Planning	Zoning/Code Enforcement Officer	14	42,789.73	55,626.65	68,463.57
Sheriff's Department	Court Services Sergeant	14	42,789.73	55,626.65	68,463.57
Social Services	Benefit Programs Specialist II	14	42,789.73	55,626.65	68,463.57
Victim Witness	Victim/Witness Director	14	42,789.73	55,626.65	68,463.57
Animal Shelter	Animal Shelter Manager	15	44,929.22	58,407.98	71,886.75
Planning	Biosolids Monitor	15	44,929.22	58,407.98	71,886.75
Administration	Deputy Clerk to the Board of Supervisors/Executive Assistant	16	47,175.68	61,328.38	75,481.08
Information Technology	Information Technology/Geographic Information Systems Administrator	16	47,175.68	61,328.38	75,481.08
Maintenance	Office Manager - Maintenance	16	47,175.68	61,328.38	75,481.08
Sheriff's Department	Deputy Sheriff Sergeant	16	47,175.68	61,328.38	75,481.08
Sheriff's Department	Deputy Sheriff/Investigations Sergeant	16	47,175.68	61,328.38	75,481.08
Social Services	Family Services Specialist II	16	47,175.68	61,328.38	75,481.08
Parks and Recreation	Recreation Center Manager/Facilities Superintendent	17	49,534.46	64,394.80	79,255.14
Planning	Natural Resources Planner	17	49,534.46	64,394.80	79,255.14
Planning	Zoning Administrator	17	49,534.46	64,394.80	79,255.14
Registrar	General Registrar	17	49,534.46	64,394.80	79,255.14
Social Services	Benefit Programs Supervisor	17	49,534.46	64,394.80	79,255.14
EMS	Emergency Medical Services Director	19	54,611.74	70,995.27	87,378.79
Social Services	Administrative Services Manager - Social Services	19	54,611.74	70,995.27	87,378.79
Building	Building Official	20	57,342.33	74,545.03	91,747.73
Communications	Director of E-911 Communications	20	57,342.33	74,545.03	91,747.73
Administration	Director of Human Resources	23	66,380.92	86,295.19	106,209.47
Circuit Court	Circuit Court Clerk	23	66,380.92	86,295.19	106,209.47
Commissioner of the Revenue	Commissioner of the Revenue	23	66,380.92	86,295.19	106,209.47
Commonwealth's Attorney	Assistant Commonwealth's Attorney	23	66,380.92	86,295.19	106,209.47
Maintenance	Director of Maintenance	23	66,380.92	86,295.19	106,209.47
Treasurer	Treasurer	23	66,380.92	86,295.19	106,209.47
Information Technology	Director of Information Technology	24	69,699.96	90,609.95	111,519.94
Sheriff's Department	Chief Deputy Sheriff	24	69,699.96	90,609.95	111,519.94
Administration	Director of Economic Development	25	73,184.96	95,140.45	117,095.94
Parks and Recreation	Director of Parks and Recreation	25	73,184.96	95,140.45	117,095.94
Planning	Director of Planning	25	73,184.96	95,140.45	117,095.94
Administration	County Attorney	26	76,844.21	99,897.47	122,950.73
Commonwealth's Attorney	Commonwealth's Attorney	26	76,844.21	99,897.47	122,950.73
EMS	Director of Fire, Emergency Medical Services and Emergency Operations	27	80,686.42	104,892.34	129,098.27
Sheriff's Department	Sheriff	27	80,686.42	104,892.34	129,098.27
Social Services	Director of Social Services	27	80,686.42	104,892.34	129,098.27
Administration	County Administrator	34	113,533.89	147,594.06	181,654.23

**Clarke County, Virginia**  
**Sorted by Department then Grade; Showing Title and Range Schematic**  
**Implementation Option B - without selected school benchmarks**

Department	Title	Proposed Range			
		Grade	Min	Mid	Max
Administration	Central Receptionist/Administrative Assistant	8	28,683.20	37,288.16	45,893.12
Administration	Deputy Clerk to the Board of Supervisors/Executive Assistant	15	40,360.14	52,468.19	64,576.23
Administration	Director of Human Resources	25	65,742.42	85,465.15	105,187.88
Administration	Director of Economic Development	25	65,742.42	85,465.15	105,187.88
Administration	County Attorney	29	79,910.32	103,883.42	127,856.52
Administration	County Administrator	35	107,087.48	139,213.72	171,339.96
Administrative/Support	Office Assistant	6	26,016.51	33,821.46	41,626.41
Animal Shelter	Kennel Attendant I	4	23,597.74	30,677.06	37,756.38
Animal Shelter	Animal Shelter Manager	17	44,497.06	57,846.18	71,195.29
Building	Permit Technician	9	30,117.36	39,152.57	48,187.78
Building	Administrative Assistant/Permit Technician	10	31,623.23	41,110.20	50,597.17
Building	Building Inspector	14	38,438.23	49,969.70	61,501.17
Building	Building Official	22	56,790.78	73,828.01	90,865.24
Circuit Court	Deputy Circuit Court Clerk	8	28,683.20	37,288.16	45,893.12
Circuit Court	Chief Deputy Circuit Court Clerk	15	40,360.14	52,468.19	64,576.23
Circuit Court	Circuit Court Clerk	27	72,481.02	94,225.33	115,969.63
Commissioner of the Revenue	Deputy Commissioner of the Revenue I	6	26,016.51	33,821.46	41,626.41
Commissioner of the Revenue	Deputy Commissioner of the Revenue II	8	28,683.20	37,288.16	45,893.12
Commissioner of the Revenue	Deputy Commissioner of the Revenue III	10	31,623.23	41,110.20	50,597.17
Commissioner of the Revenue	Commissioner of the Revenue	25	65,742.42	85,465.15	105,187.88
Commonwealth's Attorney	Legal Assistant/Administrative Assistant	13	36,607.84	47,590.19	58,572.54
Commonwealth's Attorney	Assistant Commonwealth's Attorney	25	65,742.42	85,465.15	105,187.88
Commonwealth's Attorney	Commonwealth's Attorney	29	79,910.32	103,883.42	127,856.52
Communications	Communications Specialist	11	33,204.39	43,165.71	53,127.02
Communications	Assistant Director of E-911 Communications	17	44,497.06	57,846.18	71,195.29
Communications	Director of E-911 Communications	19	49,058.01	63,775.41	78,492.81
EMS	Firefighter/EMT - Intermediate	15	40,360.14	52,468.19	64,576.23
EMS	Emergency Medical Services Director	22	56,790.78	73,828.01	90,865.24
EMS	Director of Fire, Emergency Medical Services and Emergency Operations	27	72,481.02	94,225.33	115,969.63
Information Technology	Information Technology/Geographic Information Systems Technician	15	40,360.14	52,468.19	64,576.23
Information Technology	Information Technology/Geographic Information Systems Administrator	19	49,058.01	63,775.41	78,492.81
Information Technology	Director of Information Technology	26	69,029.54	89,738.41	110,447.27
Maintenance	Maintenance Assistant	7	27,317.33	35,512.53	43,707.73
Maintenance	Maintenance Technician I	11	33,204.39	43,165.71	53,127.02
Maintenance	Maintenance Technician II	13	36,607.84	47,590.19	58,572.54
Maintenance	Office Manager - Maintenance	17	44,497.06	57,846.18	71,195.29
Maintenance	Director of Maintenance	26	69,029.54	89,738.41	110,447.27
Parks and Recreation	Administrative Support Technician	8	28,683.20	37,288.16	45,893.12
Parks and Recreation	Customer Service Specialist	9	30,117.36	39,152.57	48,187.78
Parks and Recreation	Childcare Specialist	13	36,607.84	47,590.19	58,572.54
Parks and Recreation	Recreation Program Coordinator	14	38,438.23	49,969.70	61,501.17
Parks and Recreation	Administrative Services Manager - Parks and Recreation	15	40,360.14	52,468.19	64,576.23
Parks and Recreation	Recreation Center Manager/Facilities Superintendent	17	44,497.06	57,846.18	71,195.29
Parks and Recreation	Director of Parks and Recreation	26	69,029.54	89,738.41	110,447.27
Planning	Administrative Assistant - Planning	10	31,623.23	41,110.20	50,597.17
Planning	Zoning/Code Enforcement Officer	15	40,360.14	52,468.19	64,576.23
Planning	Biosolids Monitor	16	42,378.15	55,091.60	67,805.04
Planning	Natural Resources Planner	18	46,721.91	60,738.49	74,755.06
Planning	Zoning Administrator	21	54,086.45	70,312.39	86,538.33
Planning	Director of Planning	26	69,029.54	89,738.41	110,447.27
Registrar	General Registrar	19	49,058.01	63,775.41	78,492.81
Sheriff's Department	Administrative Assistant - Sheriff	10	31,623.23	41,110.20	50,597.17
Sheriff's Department	Court Services Officer	14	38,438.23	49,969.70	61,501.17
Sheriff's Department	Deputy Sheriff	15	40,360.14	52,468.19	64,576.23
Sheriff's Department	Deputy Sheriff/Investigator	16	42,378.15	55,091.60	67,805.04
Sheriff's Department	Court Services Sergeant	17	44,497.06	57,846.18	71,195.29
Sheriff's Department	Deputy Sheriff Sergeant	18	46,721.91	60,738.49	74,755.06
Sheriff's Department	Deputy Sheriff/Investigations Sergeant	18	46,721.91	60,738.49	74,755.06
Sheriff's Department	Chief Deputy Sheriff	25	65,742.42	85,465.15	105,187.88
Sheriff's Department	Sheriff	28	76,105.07	98,936.59	121,768.11
Social Services	Office Associate I	7	27,317.33	35,512.53	43,707.73
Social Services	Office Associate II	10	31,623.23	41,110.20	50,597.17
Social Services	Human Services Assistant II	10	31,623.23	41,110.20	50,597.17
Social Services	Administrative Program Assistant II	12	34,864.61	45,323.99	55,783.38
Social Services	Benefit Programs Specialist II	15	40,360.14	52,468.19	64,576.23
Social Services	Family Services Specialist II	18	46,721.91	60,738.49	74,755.06
Social Services	Benefit Programs Supervisor	19	49,058.01	63,775.41	78,492.81
Social Services	Administrative Services Manager - Social Services	21	54,086.45	70,312.39	86,538.33
Social Services	Director of Social Services	28	76,105.07	98,936.59	121,768.11
Treasurer	Deputy Treasurer I	6	26,016.51	33,821.46	41,626.41
Treasurer	Deputy Treasurer II	8	28,683.20	37,288.16	45,893.12
Treasurer	Deputy Treasurer III	10	31,623.23	41,110.20	50,597.17
Treasurer	Treasurer	25	65,742.42	85,465.15	105,187.88
Victim Witness	Victim/Witness Director	17	44,497.06	57,846.18	71,195.29

**Clarke County, Virginia**  
**Sorted by Grade; Showing Title and Range Schematic**  
**Implementation Option B – without selected school benchmarks**

Department	Title	Proposed Range			
		Grade	Min	Mid	Max
Animal Shelter	Kennel Attendant I	4	21,597.74	30,677.06	37,756.38
Administrative/Support	Office Assistant	6	26,016.51	33,821.46	41,626.41
Commissioner of the Revenue	Deputy Commissioner of the Revenue I	6	26,016.51	33,821.46	41,626.41
Treasurer	Deputy Treasurer I	6	26,016.51	33,821.46	41,626.41
Maintenance	Maintenance Assistant	7	27,317.33	35,512.53	43,707.73
Social Services	Office Associate I	7	27,317.33	35,512.53	43,707.73
Administration	Central Receptionist/Administrative Assistant	8	28,683.20	37,288.16	45,893.12
Circuit Court	Deputy Circuit Court Clerk	8	28,683.20	37,288.16	45,893.12
Commissioner of the Revenue	Deputy Commissioner of the Revenue II	8	28,683.20	37,288.16	45,893.12
Parks and Recreation	Administrative Support Technician	8	28,683.20	37,288.16	45,893.12
Treasurer	Deputy Treasurer II	8	28,683.20	37,288.16	45,893.12
Building	Permit Technician	9	30,117.36	39,152.57	48,187.78
Parks and Recreation	Customer Service Specialist	9	30,117.36	39,152.57	48,187.78
Building	Administrative Assistant/Permit Technician	10	31,623.23	41,110.20	50,597.17
Commissioner of the Revenue	Deputy Commissioner of the Revenue III	10	31,623.23	41,110.20	50,597.17
Planning	Administrative Assistant - Planning	10	31,623.23	41,110.20	50,597.17
Sheriff's Department	Administrative Assistant - Sheriff	10	31,623.23	41,110.20	50,597.17
Social Services	Office Associate II	10	31,623.23	41,110.20	50,597.17
Social Services	Human Services Assistant II	10	31,623.23	41,110.20	50,597.17
Treasurer	Deputy Treasurer III	10	31,623.23	41,110.20	50,597.17
Communications	Communications Specialist	11	33,204.39	43,165.71	53,127.02
Maintenance	Maintenance Technician I	11	33,204.39	43,165.71	53,127.02
Social Services	Administrative Program Assistant II	12	34,864.61	45,323.99	55,783.38
Commonwealth's Attorney	Legal Assistant/Administrative Assistant	13	36,607.84	47,590.19	58,572.54
Maintenance	Maintenance Technician II	13	36,607.84	47,590.19	58,572.54
Parks and Recreation	Childcare Specialist	13	36,607.84	47,590.19	58,572.54
Building	Building Inspector	14	38,438.23	49,969.70	61,501.17
Parks and Recreation	Recreation Program Coordinator	14	38,438.23	49,969.70	61,501.17
Sheriff's Department	Court Services Officer	14	38,438.23	49,969.70	61,501.17
Administration	Deputy Clerk to the Board of Supervisors/Executive Assistant	15	40,360.14	52,468.19	64,576.23
Circuit Court	Chief Deputy Circuit Court Clerk	15	40,360.14	52,468.19	64,576.23
EMS	Firefighter/EMT - Intermediate	15	40,360.14	52,468.19	64,576.23
Information Technology	Information Technology/Geographic Information Systems Technician	15	40,360.14	52,468.19	64,576.23
Parks and Recreation	Administrative Services Manager - Parks and Recreation	15	40,360.14	52,468.19	64,576.23
Planning	Zoning/Code Enforcement Officer	15	40,360.14	52,468.19	64,576.23
Sheriff's Department	Deputy Sheriff	15	40,360.14	52,468.19	64,576.23
Social Services	Benefit Programs Specialist II	15	40,360.14	52,468.19	64,576.23
Planning	Biosolids Monitor	16	42,378.15	55,091.60	67,805.04
Sheriff's Department	Deputy Sheriff/Investigator	16	42,378.15	55,091.60	67,805.04
Animal Shelter	Animal Shelter Manager	17	44,497.06	57,846.18	71,195.29
Communications	Assistant Director of E-911 Communications	17	44,497.06	57,846.18	71,195.29
Maintenance	Office Manager - Maintenance	17	44,497.06	57,846.18	71,195.29
Parks and Recreation	Recreation Center Manager/Facilities Superintendent	17	44,497.06	57,846.18	71,195.29
Sheriff's Department	Court Services Sergeant	17	44,497.06	57,846.18	71,195.29
Victim Witness	Victim/Witness Director	17	44,497.06	57,846.18	71,195.29
Planning	Natural Resources Planner	18	46,721.91	60,738.49	74,755.06
Sheriff's Department	Deputy Sheriff Sergeant	18	46,721.91	60,738.49	74,755.06
Sheriff's Department	Deputy Sheriff/Investigations Sergeant	18	46,721.91	60,738.49	74,755.06
Social Services	Family Services Specialist II	18	46,721.91	60,738.49	74,755.06
Communications	Director of E-911 Communications	19	49,058.01	63,775.41	78,492.81
Information Technology	Information Technology/Geographic Information Systems Administrator	19	49,058.01	63,775.41	78,492.81
Registrar	General Registrar	19	49,058.01	63,775.41	78,492.81
Social Services	Benefit Programs Supervisor	19	49,058.01	63,775.41	78,492.81
Planning	Zoning Administrator	21	54,086.45	70,312.39	86,538.33
Social Services	Administrative Services Manager - Social Services	21	54,086.45	70,312.39	86,538.33
Building	Building Official	22	56,790.78	73,828.01	90,865.24
EMS	Emergency Medical Services Director	22	56,790.78	73,828.01	90,865.24
Administration	Director of Human Resources	25	65,742.42	85,465.15	105,187.88
Administration	Director of Economic Development	25	65,742.42	85,465.15	105,187.88
Commissioner of the Revenue	Commissioner of the Revenue	25	65,742.42	85,465.15	105,187.88
Commonwealth's Attorney	Assistant Commonwealth's Attorney	25	65,742.42	85,465.15	105,187.88
Sheriff's Department	Chief Deputy Sheriff	25	65,742.42	85,465.15	105,187.88
Treasurer	Treasurer	25	65,742.42	85,465.15	105,187.88
Information Technology	Director of Information Technology	26	69,029.54	89,738.41	110,447.27
Maintenance	Director of Maintenance	26	69,029.54	89,738.41	110,447.27
Parks and Recreation	Director of Parks and Recreation	26	69,029.54	89,738.41	110,447.27
Planning	Director of Planning	26	69,029.54	89,738.41	110,447.27
Circuit Court	Circuit Court Clerk	27	72,481.02	94,225.33	115,969.63
EMS	Director of Fire, Emergency Medical Services and Emergency Operations	27	72,481.02	94,225.33	115,969.63
Sheriff's Department	Sheriff	28	76,105.07	98,936.59	121,768.11
Social Services	Director of Social Services	28	76,105.07	98,936.59	121,768.11
Administration	County Attorney	29	79,910.32	103,883.42	127,856.52
Commonwealth's Attorney	Commonwealth's Attorney	29	79,910.32	103,883.42	127,856.52
Administration	County Administrator	35	107,087.48	139,213.72	171,339.96



## Appendix E

# Clarke County, Virginia

## Comparison of Major Fringe Benefits

		Least Reported	Most Reported	Average Reported	Clarke County
	Multiple sets of fringe benefits?	Yes (0)	No (3)	No	No
1	a Holidays (Days/Year)	8	13	11	12
	b Floating Holidays	Yes (2)	No (6)	No	No
	c Holiday on Regular Days Off	Other (1)	Fri-Mon (6)	Fri-Mon	
	d Comp on Holidays Worked		T&½ (3)		
	Time and a ½	T&½ (3)	3	T&½ (3)	T&½
	Double Time	Dbl (2)	2		
	Double Time and a ½	DT&½ (1)	1		
	Other	Other (1)	1		
2	Annual Leave (Days/Year)				
	a Vacation/Sick or PTO	PTO (0)	Vac-Sick (9)	Vac-Sick	PTO
	b Vacation/PTO - days or hours?				
	6 months	7	13	10	18
	1 year	7	13	10	18
	2 years	7	13	10	18
	3 years	8	20	12	18
	4 years	8	20	12	18
	5 years	8	20	14	18
	6 years	10	20	15	18
	7 years	10	20	15	18
	8 years	10	20	15	18
	9 years	10	23	15	18
	10 years	10	26	17	24
	11 years	10	26	18	24
	12 years	10	26	18	24
	13 years	10	26	18	24
	14 years	10	26	18	24
	15 years	14	26	19	24
	16 years	14	26	20	24
	17 years	14	26	20	24
	18 years	14	26	20	24
	19 years	14	26	20	24
	20 years	15	26	21	24
	20+ years	15	26	22	24
	c Carried into Next Year	20	30	27	60
	d Max Accumulation	24	54	35	60
	e Comp after Max Accumulation	Yes (1)	No (7)	No	No
3	a Sick Leave (Days/Year)	8	15	11	
	b Carried into Next Year	-	Unk'd (7)	Unk'd	
	c Max. Accumulation	90	Unk'd (6)	105	
	d Paid at Termination/Retirement	No (2)	Yes (7)	Yes	
	e Use for Medical Appointments	No (0)	Yes (9)	Yes	
	f Use for Dental Appointments	No (0)	Yes (9)	Yes	
	g Use for Family Illness	No (0)	Yes (9)	Yes	
	h Sick Leave Bank	No (4)	Yes (5)	Yes	
4	Pension and Retirement				
	a Other Than Social Security	No (0)	Yes (8)	Yes	Yes
	b State Sponsored	No (0)	Yes (8)	Yes	Yes
	c Employer Paid	5%	14%	11%	12%
	d Employee Paid	0%	5%	2%	5%
	e Death Benefit	No (0)	Yes (8)	Yes	Yes
5	Life & Disability Insurance				
	a Life Insurance	No (0)	Yes (9)	Yes	Yes
	Employer Paid	0%	100%	88%	1%
	b AD&D	No (2)	Yes (6)	Yes	No
	AD&D Double Indemnity	No (2)	Yes (5)	Yes	No
	Employer Paid	0%	100%	40%	
	c Short Term Disability	No (2)	Yes (6)	Yes	No
	Employer Paid	0%	1%	0%	
	d Long Term Disability	Yes/No (4/4)	Yes/No (4/4)		Yes
	Employer Paid	0%	100%	50%	0%

# Clarke County, Virginia

## Comparison of Major Fringe Benefits

			Least Reported	Most Reported	Average Reported	Clarke County
6	a	Health Insurance	No (0)	Yes (8)	Yes	Yes
		FTE required to participate?	Yes (0)	No (3)	No	No
	b	Different Levels	No (0)	Yes (6)	Yes	Yes
	c	100% participation required	Yes (0)	No (3)	No	No
	d	Not participating	Yes (1)	No (5)	No	No
	e	Employee Only	\$448.00	\$550.00	\$484.10	\$570.00
		Employer Paid	84%	100%	95%	85%
		Employee Paid	0%	16%	6%	15%
		Annual Deductible	\$0.00	\$500.00	\$320.00	
		Standard Office Visit Co-pay	\$15.00	\$25.00	\$19.17	
	f	Employee/Spouse	\$829.00	\$1,045.82	\$915.62	\$1,055.00
		Employer Paid	19%	78%	61%	50%
		Employee Paid	22%	82%	39%	50%
		Annual Deductible	\$0.00	\$1,000.00	\$440.00	
		Standard Office Visit Co-pay	\$15.00	\$25.00	\$19.17	
	g	Employee/Child	\$469.90	\$1,018.00	\$823.77	\$1,055.00
		Employer Paid	19%	80%	67%	50%
		Employee Paid	20%	82%	33%	50%
		Annual Deductible	\$0.00	\$1,000.00	\$440.00	
		Standard Office Visit Co-pay	\$15.00	\$25.00	\$19.17	
	h	Employee/Family	\$1,000.99	\$1,495.30	\$1,307.41	\$1,539.00
		Employer Paid	19%	76%	60%	42%
		Employee Paid	24%	82%	40%	58%
		Annual Deductible	\$0.00	\$500.00	\$250.00	
		Standard Office Visit Co-pay	\$20.00	\$25.00	\$22.50	
		HEALTH INSURANCE TYPE 2 -				
	i	Employee Only	\$366.00	\$366.00	\$366.00	\$435.00
		Employer Paid	92%	92%	92%	100%
		Employee Paid	8%	8%	8%	0%
		Annual Deductible	\$1,500.00	\$1,500.00	\$1,500.00	
		Standard Office Visit Co-pay	\$0.00	\$0.00	\$0.00	
	j	Employee/Spouse	\$677.00	\$677.00	\$677.00	\$805.00
		Employer Paid	88%	88%	88%	61%
		Employee Paid	12%	12%	12%	39%
		Annual Deductible	\$1,500.00	\$1,500.00	\$1,500.00	
		Standard Office Visit Co-pay	\$0.00	\$0.00	\$0.00	
	k	Employee/Child	\$677.00	\$677.00	\$677.00	\$805.00
		Employer Paid	88%	88%	88%	61%
		Employee Paid	12%	12%	12%	39%
		Annual Deductible	\$1,500.00	\$1,500.00	\$1,500.00	
		Standard Office Visit Co-pay	\$0.00	\$0.00	\$0.00	
	l	Employee/Family	\$988.00	\$988.00	\$988.00	\$1,175.00
		Employer Paid	69%	69%	69%	61%
		Employee Paid	31%	31%	31%	39%
		Annual Deductible	\$1,500.00	\$1,500.00	\$1,500.00	
		Standard Office Visit Co-pay	\$0.00	\$0.00	\$0.00	
	m	Supplemental program for HDP?	Yes (0)	No (3)	No	
	n	Type of Program				
	o	Employer Paid	0%	0%	0%	0
	p	Retirees	No (1)	Yes (7)	Yes	Yes
		Years of Service Required	No (0)	Yes (5)	Yes	Yes
		Employer Paid	0%	100%	38%	0%
	q	Dental Insurance	No (0)	Yes (8)	Yes	Yes
		Part of Health Plan	No (3)	Yes (5)	Yes	Yes
		Employee Only	\$39.90	\$39.90	\$39.90	
		Employer Paid	50%	100%	91%	
		Employee/Family	\$122.90	\$122.90	\$122.90	
		Employer Paid	50%	100%	81%	
	r	Vision Insurance	No (0)	Yes (8)	Yes	Yes
		Part of Health Plan	No (0)	Yes (8)	Yes	Yes
		Employee Only	\$ -	\$ -	\$ -	
		Employer Paid	95%	100%	99%	
		Employee/Family	\$ -	\$ -	\$ -	
		Employer Paid	72%	100%	92%	

# Clarke County, Virginia

## Comparison of Major Fringe Benefits

			Least Reported	Most Reported	Average Reported	Clarke County
7	a	Deferred Compensation	No (0)	Yes (9)	Yes	Yes
	b	Available to all Employees	No (2)	Yes (6)	Yes	Yes
	c	Type of Plan	Roth IRA	457	457	457
	d	Employer Contribution	Yes (0)	No (8)	No	No
8		Other Benefits Program				
	a	Other Benefits	Yes/No (4/4)	Yes/No (4/4)		No
	b	Post Retirement Hlth Care Svcs	Yes (1)	No (7)	No	No
	c	Call Back Pay	Yes/No (3/3)	Yes/No (3/3)		No
	d	On Call/Stand By Pay	Yes/No (3/3)	Yes/No (3/3)		Yes
	e	Clothing Allowance	Yes (2)	No (4)	No	No